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ABSTRACT

A study was conducted to compare the faculty personnel policies of the nine City Colleges of Chicago with those of 31 selected urban community colleges across the country having enrollments of not less than 5,000. Areas examined included faculty salaries, overload compensation, compensation for faculty who substitute for absent faculty, nature of the administrative structure, role of the departmental chairperson, released time for union officers, faculty workload, restrictions on use of part-time faculty, class size constraints, outside employment limitations, leaves of absence, and fringe benefits. It was found that the Chicago colleges were at the upper end of the scale with respect to economic issues, required a light (12 hours) teaching load, unduly restricted class size, made minimal demands of their employees, overly subsidized union officers' activities, had major differences in contracts for each college although all colleges belonged to one bargaining unit, and paid higher salaries than did non-unionized institutions. Numerous recommendations were made to the City Colleges' governing board so that, in upcoming negotiations, the board could attempt to bring their institutions into line with national or regional norms relative to contractual faculty personnel policies. A review of trends in collective bargaining and analyses of survey data for each issue area are included in the report. (JDS)

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A SURVEY OF FACULTY PERSONNEL PRACTICES AT 32 URBAN COMMUNITY COLLEGES

A Report to the
Board of Trustees
of the
City Colleges of Chicago

1 September 1976

Academy for Educational Development, Inc.
680 Fifth Avenue
New York, New York
10019

JC 770 110

TABLE OF CONTENTS

Board of Directors
Academy for Educational Development, Inc.

Panel and Staff Responsible for the Study

Letter of Transmittal

Summary of Findings 1

Recommendations 9

Introduction 15

- Trends in Collective Bargaining in Higher Education 15
- Profile of the City Colleges of Chicago 20
- Collective Bargaining History at City Colleges of Chicago 22

Methodology 27

Analysis of Issues 29

- Faculty Salaries 29
- Overload Compensation 34
- Compensation for Faculty Members who Substitute for Absent Faculty 38
- Extra Compensation and/or Released Time for Department Chairpersons 41
- The Nature of the Administrative Structure 47
- Role of Department Chairpersons 50
- Released Time for Union Officers 56
- Faculty Workload 62
- Restrictions on the Use of Part-time Faculty 67
- Constraints on Class Size 72
- Limitations on Outside Employment 77
- Leaves of Absence 82
- Sabbaticals 83
- Fringe Benefits 90

TABLE OF CONTENTS
(continued)

Appendices

Appendix A College Faculties with Bargaining Agents

Appendix B Faculty Unionization in Public Institutions

Appendix C Profile of 32 Community Colleges Surveyed

Appendix D Salary Schedule for Full-time Faculty Members at CCC

Appendix E-1 32 Institutions in this Survey

Appendix E-2 10 Large Institutions

Appendix E-3 7 Community Colleges in Illinois

Appendix E-4 Scope of Collective Bargaining Agreements at 23 Urban Community Colleges

Appendix F-1 Full-time Salary Schedule According to Faculty Rank

Appendix F-2 Full-time Salary Schedule According to Graduate Degrees

Appendix G Faculty Overload Remuneration

Appendix H Faculty Substitution Rates

Appendix I Faculty Salaries at Illinois Colleges, 1976

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a nonprofit planning organization

1 September 1976

LETTER OF TRANSMITTAL

Dr. John W. Taylor, Chairman
Board of Trustees
Community College District No. 508
City Colleges of Chicago
1244 North State Street
Chicago, Illinois 60610

Dear Dr. Taylor:

Last October, at the request of the Chairman and Board of Trustees of City Colleges of Chicago, the Academy agreed to undertake a comparative study of faculty personnel practices at selected community colleges. As the panel appointed to advise on this study, we are pleased to transmit this report.

The Academy agreed to study the following twelve areas of concern:

Faculty salaries
Overload compensation
Compensation for faculty members who substitute for members who are absent
Nature of the administrative structure
Role of departmental chairpersons
Released time for union officers
Faculty workload
Restrictions on the use of part-time faculty
Constraints on class size
Limitations on outside employment
Leaves of absence
Fringe benefits

In accordance with this agreement, the Academy surveyed by letter, telephone, personal interviews, and documentary analysis, 31 other community colleges across the United States. The findings are detailed in this report and used as the basis for our recommendations for future contract negotiations.

680 FIFTH AVENUE, NEW YORK, N. Y. 10019 CABLE: ACADED NEWYORK (212) 265-3350

We hope that this document proves useful as the City Colleges of Chicago face the challenging problems of negotiating their next contract.

Sincerely,

Alvin C Eurich

Dr. Alvin C. Eurich (Chairman)
Dr. Joseph Shenker
Dr. John Tirrell

SUMMARY OF FINDINGS

A study of the contract and policies that the City Colleges of Chicago (CCC) have with their faculty shows that Chicago is among the most liberal of 31 other urban institutions examined in this survey. Specifically:

1. In contrast to the other community colleges surveyed, the City Colleges of Chicago are at the upper end of the scale with regard to the major economic issues, including salary and compensation for overload, substitute work, and summer work.

In annual salaries, the maximum of $28,040 provided for in the 1975-77 contract ranks the City Colleges first among its neighboring community colleges in Illinois, third among the ten largest community colleges in the United States, and third in a representative group of 32 urban community college systems.

City Colleges' maximum overload compensation of $876 per credit hour for faculty makes Community College District No. 508 the highest paying community college in the United States. This figure is $341 more (per credit hour) than that of the second highest institution, Moraine Valley Community College, a neighboring institution.

And in compensation for substitute work by full-time faculty, Chicago tops the list once more, paying a maximum rate of $48 per class hour. This amount is $30 more per hour than that paid by second-ranking Green River Community College.[1]

2. No other community college studied in this survey provides its faculty with such a light teaching schedule as the City Colleges. The mode at all institutions surveyed is 15 hours a week, per semester, whereas at CCC it is 12-13 hours and 24 hours an academic year.

3. Linking the maximum number of hours taught by faculty members (12-13) to class size in the very first contract has limited flexibility and lowered productivity.

The Board of Higher Education of the City of New York, which administers the CUNY contract, never permitted language more specific than "not required to teach excessive number of contact hours." As a result, during its recent fiscal crisis, it was able to increase the course load at its community colleges to 15 hours a week and to increase class size all along the line. It is true that in the newest contract (1975-77) this increase in workload is being submitted to arbitration as an alleged violation of the expired agreement.

4. The CCC contract is more specific than most in that it sets a maximum class size (35) and indicates the day in the semester when class size is determined--the eighth day after regular registration.

Establishing a new cut-off day for determining class size was considered a major negotiation triumph. Most contracts studied make no mention of class size, which is usually determined by the needs of the discipline or by administrative prerogative.

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[1] Although substitute teaching by faculty at City University of New York (CUNY) is covered for a reasonable period by collegial cooperation, when the absence becomes prolonged the faculty member is paid at the adjunct rate of $22-32 per hour.

5. The City Colleges of Chicago make minimal demands on their employees.

In addition to the lowest workload, Chicago has a minimal requirement of three office hours a week--the normal requirement is five--and a very lenient provision for outside employment. A full-time faculty member may not accept another concurrent full-time position. This does not prevent an individual from accepting part-time positions. At other colleges, administrative approval is required for outside positions, or outside activities are limited to the equivalent of one day a week.

6. The current contract negotiated by Community College District No. 508 subsidizes union activities by providing that six faculty members of the negotiating committee are entitled to a 50% course reduction during the semester when negotiations are in progress. No other contract studied in this survey contains this privilege.

During the remainder of the life of the contract, the released time for union activities is more like the normal allowance permitted in college contracts.

7. Of the 23 community colleges in this survey that have collective bargaining agreements, Chicago is one of ten colleges that include department chairpersons in the bargaining unit. This has resulted in many problems for this complex of colleges, as well as some other colleges.[1]

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[1] Arthur P. Menard and Nicholas DiGiovanni, Jr., Preparation of Faculty Representation Cases: A Checklist of Issues for Private Colleges and Universities, Special Report #26, Academic Collective Bargaining Information Service, April 1976.

Department chairpersons who are included in the bargaining unit are expected by the union to be spokesmen, faculty advocates, and shop stewards. At the same time they are thought of as supervisors by their administrative superiors. Thus, they are placed in a difficult position--receiving pressure from members of the administration (who want the department heads to be administrative functionaries) and from the faculty (who expect the department heads to be faculty advocates).

Decisions by the department chairpersons unfavorable to the faculty often lead to grievances and confrontation with the union. Although the CUNY contract places department chairpersons in the bargaining unit, 75% of the grievances during the first three years of the CUNY agreement were filed against department chairpersons and other unit members--not against the administration. Most of the grievances emerged from the results of peer evaluation in relation to the granting of tenure and promotion.

8. Although Chicago, Moraine, Morton, Prairie State and Thornton colleges all have the same bargaining unit, Local 1600, there are vast differences in the contracts on the major issues.

The maximum compensation for faculty ranges from $19,990 (Moraine) to $28,040 (Chicago). There are also significant differences in overload compensation where the range is $240-$876 per credit hour. Three of the five colleges require their faculty to teach 15 credit hours per semester, while only Chicago has a 12-hour course load, and Moraine, a

14-hour schedule. None of the department chairmen at any of the five schools receive extra compensation, but at three of the colleges they receive released time for administrative duties. Four of the colleges have a provision for released time for union officers; however, each college handles this in a completely different way. Three of the four colleges that address the issue of outside employment have differing policies. It would appear that Local 1600 has different standards for each college.

9. Faculty members at institutions that negotiate contracts through a unionized procedure receive higher salaries and more varied fringe benefits than those who do not.

Thus, the City Colleges of Chicago emerge as a most liberal employer. On 13 issues, they are more generous or liberal than the 31 other community colleges studied, on 11 issues just as liberal, and on five issues less liberal (Table 1). More specifically, Chicago is more liberal than its neighbors and 10 large urban institutions (Tables 2 and 3).

The collective bargaining agreement at CCC is the most thorough of the 23 community college collective bargaining agreements that were analyzed. The scope of the agreement further enlarges the CCC contract. The contract covers not only the bound document called the contract, but also the Academic Policy Manual and the Personnel Manual, since CCC must maintain past practices that are uniform for the system. The specificity and detail in the CCC contract limit the flexibility of management on administrative and economic issues.

CITY COLLEGES OF CHICAGO
COMPARED TO 31 OTHER COMMUNITY COLLEGES

Table 1

13 ways CCC is more generous	11 ways CCC is equally generous	5 ways CCC is less generous
Salary	Released time for department chairpersons	Extra compensation for department chairpersons
Workload	Restriction on part-time faculty	Number days sick leave
Overload compensation	Jury duty provision	Number days personal leave
Compensation for faculty substitution	Military leave provision	Amount of time for special leave of absence
Limitations on outside employment	Professional meetings	Amount of coverage, health insurance
Office hours	Professional leave of absence	
Released time, union officer	Provision, sabbatical eligibility	
Number days bereavement leave	Sabbatical pay	
Length of maternity leave	Number years must return after sabbatical	
Provision for paternity leave	Provision for dental insurance	
Provision for special leave	Percentage of health insurance premium paid by college	
Life insurance coverage		
Vision insurance		

Data are for contracts or policies extending through 1976-78.

CITY COLLEGES OF CHICAGO
COMPARED TO 10 LARGE URBAN COMMUNITY COLLEGES

Table 2

12 ways CCC is more generous	13 ways CCC is equally generous	4 ways CCC is less generous
Salary	Released time, department chairpersons	Extra compensation, department chairpersons
Workload	Number days sick leave	Number days personal leave
Overload compensation	Jury duty	Health insurance coverage
Compensation for faculty substitution	Military leave	Special leave of absence, amount of time
Released time, union officer	Professional meetings	
Limitations on outside employment	Provision, professional leave	
Office hours	Provision, special leave	
Number days bereavement leave	Provision, sabbatical eligibility	
Provision for special leave	Sabbatical pay	
Maternity leave provisions	Number years must return after sabbatical	
Paternity leave provisions	Percentage of health insurance premium paid by college	
Provision for vision insurance	Provision for dental insurance	
	Life insurance coverage	

Data are for contracts or policies extending through 1976-78.

CITY COLLEGES OF CHICAGO
COMPARED TO 7 COMMUNITY COLLEGES IN ILLINOIS

Table 3

13 ways CCC is more generous	11 ways CCC is equally generous	5 ways CCC is less generous
Salary	Released time, department chairpersons	Extra compensation, department chairpersons
Workload	Jury duty provision	Number days sick leave
Overload compensation	Military leave	Number days personal leave
Faculty substitution compensation	Professional meetings	Number years for special leave
Released time, union officer	Provisions, maternity leave	Health insurance, amount of coverage
Office hours	Provisions, paternity leave	
Number days personal leave	Provisions, sabbatical eligibility	
Number days bereavement leave	Sabbatical pay	
Provision for professional leave	Number years must return after sabbatical	
Provision for special leave	Percentage of health insurance premium paid by college	
Sabbatical, number on leave each year	Provision for dental insurance	
Life insurance coverage		
Provision for vision insurance		

Data are for contracts or policies extending through 1976-78.

RECOMMENDATIONS

The data gathered in the Academy's survey--which are based on contracts and policies that terminate in 1976, 1977 or 1978--show that overall Chicago ranks very high among the community colleges both in salaries and benefits. The Academy recognizes that it is difficult to renegotiate areas that are already written into contracts. Nevertheless, given the increased costs of operating a higher education institution[1] and public disenchantment with rising taxes, the Academy suggests that the administration negotiate a number of changes in order to bring CCC in line with national or regional norms.

The Academy recommends that, in the upcoming negotiations, the administration concentrate on those issues on which CCC is perceived as more generous when compared with other urban community colleges (see pages 6-8). The administration's approach should be to discuss each item individually and, where appropriate and feasible, suggest possible tradeoffs involving those issues on which CCC is regarded as less generous than comparable institutions. The result should be provisions that increase faculty productivity and provide equitable compensation for a day's work.

Among the changes in the current agreement that the CCC administration should seek to bring about are the following:

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[1] Bulletin No. 862 June 1, 1976 The Civic Federation, which discusses rising deficits in the CCC system.

1. Increase the course load. The Academy's data show that the 12-hour limit on course load is out of line with the practice of most community colleges across the country. Therefore, in the next contract, the administration should strive for a 30-hour rather than a 24-hour load for the academic year (15 hours each semester). This arrangement would permit greater flexibility in assigning courses and increase productivity by 25%, for an annual saving of $6,659,000 (inclusive of fringe benefits). This increase in course load should be accompanied by a clause guaranteeing that no tenured faculty member would lose his position solely because of this provision.

2. Maintain the 1976-77 salary scale for full-time faculty members in 1977-78, and thereafter increase salaries including the annual increment up to a limit of 6%. Of the institutions participating in the Academy's survey, Chicago ranks third in terms of maximum faculty salaries and seventh in minimum faculty salaries. The Academy's recommendation is designed to take into consideration the fiscal realities of the CCC system as well as the economic needs of the faculty--and still leave Chicago's salaries near the very top when compared with their counterparts.

3. Reduce the cost of overload, substitute work, and summer teaching conducted by full-time faculty members. Since

Chicago's rates in these areas are conspicuously high, the administration should seek to realize economies here. In the past, as salary costs have increased with contract settlements, the administration at Chicago has responded by cutting back summer session offerings and reducing the amount of overload teaching. Needless to say, these accommodations have nothing to do with educational considerations. A workable compromise would be to extend the 75% pro rata share for all overload and substitute work (whether during academic year, at night, or during the summer), but to set a ceiling of $600 per credit hour. This amount would still be higher than any other contract or plan studied in this report and, if applied to all sessions, would result in an annual savings of $175,000.

The Academy also recommends that summer work be compensated at 75% of a faculty member's salary--instead of the current 100%--with a ceiling of $600 per credit hour.

4. Remove limitations on class size from the contract.
The current contract allows a maximum normal class size of 35 unless class occurs after 6:00 p.m., in which case the maximum is 39. The additional restrictions and

formulations to limit class size are so detailed and so numerous that an army of clerks is needed to enforce them. For example, the contract stipulates that the administration must run small classes needed to complete a student's program. Such detailed restrictions inhibit successful operation of an educational enterprise.

The CUNY contract, which states that class size should not be excessive, seems to have worked well. The normal pattern is to leave class size for administrative solution. This is not necessarily a money-saving suggestion but one which would help the total educational enterprise by permitting educators to consider the needs of students more intelligently. It is conceivable that a president might wish to run a class for as few as five students if he/she felt that it was important. There are some excellent lecturers who prefer to teach to large groups. It is difficult to understand why such flexibility is not encouraged.

5. Determine class size later in the semester. If the issue of class size continues to be treated in the contract, the Academy believes that class size should be determined later than the eighth day following registration, which is the current policy. Pushing the date further--say, to 12 to 15 days--into the semester more realistically reflects student attrition or movement

from one class to another during the early stages of a semester.

6. Computerize the registration process. In light of the size of the CCC system--1,400 faculty members and 105,000 students--the Academy suggests that CCC study the feasibility of converting the registration process from a manual to a computerized operation--thereby equalizing the registration process, ensuring appropriate class sizes, freeing manpower, and (more than likely) reducing costs.

7. Require faculty members to indicate before the academic year begins the nature and extent of outside employment activities. The individual faculty plan should then be approved by the president of the unit. In contrast to most of the large community colleges, CCC has practically no restrictions on outside employment of its full-time faculty members. The only caveat is "that a faculty member will not continue... or accept a concurrent full-time position or positions equal to a full-time position...." Only four other colleges studied permit such a policy. The current contract deprives the college of the availability of its faculty. Besides being unfair to the institution, the rule is unenforceable. Under these circumstances, the administration

becomes at best a vast detective agency and at worst an ineffective administration. The proposed solution: having the faculty inform the administration of its plans and obtain the administration's consent.

8. Reduce the amount of released time allotted to union negotiators. The 1975-77 agreement stipulates that, in the semester in which negotiations for a new agreement are taking place, a maximum of six members of the Union Negotiating Committee may be released from 50% of their regular teaching loads and assignments without loss of pay. The Academy maintains that the CCC board cannot afford such generosity--which far exceeds the released time provided by any other community college--and should seek to modify this provision accordingly.

9. Eliminate departments that have fewer than 10 full-time faculty members. In an era of limited resources and growing operating deficits, no college can afford to support small departments. Hence, the need in CCC for a firm policy in this area.

INTRODUCTION

Trends in Collective Bargaining in Higher Education

Collective bargaining in higher education is a relatively recent development, and it has grown rapidly. In 1966, only two post-secondary collective bargaining agreements existed. By February 1976, according to statistics from the Academic Collective Bargaining Information Service, faculty members at 288 institutions of higher education (188 community colleges) and 481 campuses were represented by collective bargaining agreements (Appendix A).

In the academic year 1975-76, faculty unions added 60 campuses to their total. On the other hand, some notable colleges rejected unionization, including Miami-Dade Community College, one of the largest community college systems in the United States.[1]

One basic reason for the unions' success is that they have indeed produced better working conditions. In addition, collective bargaining enabled faculty members to:

1. upgrade their role in institutional governance and thus establish stronger participation in decision making;
2. increase salary and fringe benefits; and
3. press for job security and retraining, if necessary.

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[1] The Chronicle of Higher Education, May 31, 1976.

The organizing rivalries of the National Education Association (NEA), the American Federation of Teachers (AFT), and the American Association of University Professors (AAUP) have had a strong impact upon the growth of collective bargaining in higher education. While the AFT has advocated collective bargaining since 1935, it was not until the early 1960's that the AFT began to organize locals in higher education institutions. Its success served as a catalyst for action by the NEA, which began organizing faculty unions at the postsecondary level in 1967. The AAUP did not espouse collective bargaining until 1969.

In fact, NEA, AAUP, and AFT have allocated funds to try to organize faculty members in higher education--NEA spent $2 million for this purpose in 1975.[1] As of January 1976, NEA was the bargaining agent for 91 community colleges and AFT for 51. The AAUP was chosen by four community colleges, and independent agents accounted for 28. AFT-NEA represented 13 community colleges, and AAUP-NEA represented one.

Among higher education institutions, the public two-year colleges were the first to accept collective bargaining, primarily as a result of their historic link with elementary and secondary schools. Many community colleges at one time were part of the K-12 school systems, and many of their faculty members had taught in the secondary schools. For example, many vocational skills instructors who made the transition from secondary schools to community colleges were members of industrial unions. Other teachers who made the same transition had also belonged to other unions -- either the NEA or the AFT. Familiarity with collective bargaining agreements and unionization from secondary school experience made the faculty members very receptive to collective bargaining when it was introduced at community colleges.

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[1] NEA's total budget for 1976-77 is $41.7 million.

In addition to the link to unions via secondary school experience, the changing legal atmosphere has also influenced the number of community colleges that have organized. Faculty unionization has been facilitated by changes in state laws favoring public employee collective bargaining[1] and the reinterpretation of the Federal labor relations laws by the National Labor Relations Board.[2] By January 1976, statutes in 24 states specifically permitted faculties to organize collectively. Similar bills are now under consideration in other states (Appendix B).

Regional attitudes toward unions have affected the legal status of faculty collective bargaining. According to current data, unionization is most prevalent in the Northeast, followed by the North Central region, the West, and the South. Since the Northern industrialized areas have had a long tradition of unionism in the private sector, collective bargaining in higher education is more readily acceptable there.

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[1] E.g., N.Y. Civil Service Law §§ 200 et seq. (McKinney 1972).

[2] Cornell University and Association of Cornell Employers - Libraries 183 N.L.R.B. No. 41, 74 L.R.R.M. 1269 (1970).

A third factor that accounts for the growth of faculty unionism and the increasing interest in collective bargaining is the current condition of the economy. Inflation and a depressed academic job market are major concerns of faculty members. Because of the fear of layoffs, many faculty members have turned to unions to protect economic and job security.

Community college faculties with collective bargaining agreements have received significant gains in compensation (for the same workload). Economic gain is also reflected in two relatively new insurance plans (dental and vision) available to faculty members at some community colleges, including the City Colleges of Chicago. Contract provisions for professional and personal leave have become more stringent with respect to application procedures and eligibility requirements. This also is true for staff development activities, such as travel to conferences and sabbatical leaves.

Since faculty experience with collective bargaining is relatively new, any identification of trends or balancing of gains and losses can only be of a tentative nature. Experimentation is still taking place to achieve the best possible collective bargaining agreement.

Findings from studies on trends in collective bargaining support the conclusion that once something is included in a contract, a contract provision, or area of negotiations, it is difficult, if not impossible, to negotiate its removal.

Profile of the City Colleges of Chicago

The nine colleges of the City Colleges of Chicago system constitute one of the largest community colleges in the United States--they currently enroll 119,700 students, headcount, and 49,601 full-time equivalents[1] (see Appendix C for a profile of all 32 institutions surveyed). The seven traditional colleges in the system--Kennedy-King, Malcolm X, Mayfair, Olive-Harvey, Southwest, Wright, and the Loop--are situated throughout the city, each offering a variety of programs to serve the needs and interests of the students. The Chicago Urban Skills Institute and the Chicago City-Wide Institute are the newest additions to the system.

The Chicago Urban Skills Institute was organized when the City Colleges of Chicago took over the responsibilities for adult education from the Chicago public schools nearly four years ago. The Institute is designed to serve adults below the college level by providing job entry skills for the unemployed, literacy programs for many functional illiterates in Chicago, and high school preparation for adults who are working towards the General Education Development Certificate. While its headquarters are based at the Dawson Skills Center, the Chicago Urban Skills Institute operates at 390 locations in the City of Chicago.

The primary function of the Chicago City-Wide Institute is to develop and operate programs as well as new delivery systems at the college level. This Institute provides a citywide focus and is committed to innovation, remediation, and nontraditional study. It is currently the coordinating unit for: (1) the overseas program, (2) college acceleration program, (3) College Level Examination Program and its occupational counterpart, (4) Study Unlimited--college courses offered on video cassettes in the public library system, and (5) child care, health, and law enforcement programs.

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[1] Spring 1976 enrollment figures.

Enrollment in community colleges in the United States has increased by 15.4% in the past year--from 3,527,340 in October 1974 to 4,069,270 in October 1975. This nationwide trend is also evident at CCC, where enrollment increased from 88,117 to 105,409 during this period. This significant 19.6% increase in enrollment illustrates the success that the City Colleges of Chicago have attained in providing educational programs for the population they serve.

Collective Bargaining History at CCC

In 1967 the City Colleges of Chicago negotiated their first agreement with the Cook County College Teachers Union, Local 1600, an AFT affiliate. This negotiation had a tremendous impact on the system. The teacher course load was set at a maximum of 12-13 contact hours, salaries and fringe benefits were improved considerably, and the faculty role in personnel decision-making was expanded.

A comparison of the first agreement with the current contract reveals the economic gains achieved by the faculty over the past 10 years. It also shows that, with respect to the issues covered in the Academy's study, the 1975-77 agreement is, in general, more specific and more inclusive than the 1967-69 agreement. At the same time, a number of working conditions--such as those dealing with class size and faculty workloads--have remained the same.

A closer look at the two agreements reveals the following highlights:

Economic Issues

1. Minimum salaries for full-time faculty members have increased from $6,650 in 1967-68 to $11,290 in 1976-77, an increase of 69%.[1]

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[1] Both minimum and maximum salaries have kept pace with inflation since 1967. According to the U.S. Bureau of Labor Statistics, the conversion factor is 1.682. Therefore:

Minimum	1967 ——→	1976
Salary	$6,650 x 1.682	$11,185.30

2. Maximum salaries for full-time faculty members have increased from $16,700 to $28,040, an increase of 67%.[1]

3. In 1967, overload pay ranged from $218 to $385 per credit hour. In 1976, the overtime rate of pay is 75% of a pro rata portion of the base rate of pay, which the CCC central office has calculated to be a range of $353 to $876 per contact hour. Minimum pay, therefore, has increased by 61%, maximum pay by 127%.

4. In 1967, substitutes were paid $11.58 per hour of teaching. In 1976, the faculty member who substitutes is compensated at 75% of his regular base rate of pay, which the CCC central office has calculated to be a range of $19 to $48 per hour of teaching--a minimum increase of 64% and a maximum increase of 300% over the original agreement.

5. Regarding fringe benefits, in 1967, CCC provided life insurance for its employees equal to one times their basic annual salary. In 1976, the contract calls for one and three-fourths times the basic annual salary, with a $50,000 limit.

The 1976 contract includes provisions for dental and vision insurance (with the board paying the entire cost of the faculty member's coverage) as well as opportunities to participate in a group auto insurance plan, the College and University Credit Union, a tax-sheltered annuity program, and a home owners and renters policy. By contrast, the original agreement included no such benefits.

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[1] Both minimum and maximum salaries have kept pace with inflation since 1967. According to the U.S. Bureau of Labor Statistics, the conversion factor is 1.682. Therefore:
Maximum 1967 → 1976
Salary $16,700 x 1.682 $28,089.40

Similar Conditions in Both Contracts

Among the more significant:

- Class size
- Teaching loads
- Office hours
- Sick leave and personal leave
- Reimbursement for attendance at conferences

Examples of Issues that are Spelled Out in Greater Detail in Current Contract

Examples include:

- Released time for union negotiations, with the 1967 agreement stating that members of the union's negotiating committee shall be excused without loss of pay, in contrast to the current agreement, which details the amount of released time allotted.

- The duties of department chairpersons, which are specified in the current agreement while not discussed at all in the original contract.

- Maternity/paternity leave.

- Military and Peace Corps leaves.

Additional Gains

1. In the 1975-77 agreement, faculty members not currently at the maximum salary of their Lane[1] receive annual increments "automatically" until they reach the maximum salary in their Lane, whereas the 1967-69 contract required recommendations by the campus dean and the chancellor and approval by the board.

2. The 1967-69 contract required faculty members being considered for extra assignments to inform the campus dean of any outside employment. The current agreement does not require faculty members to inform or to obtain approvals for outside work.

The result is that the current agreement establishes the City Colleges of Chicago as the most liberal two-year college system in the State of Illinois and one of the most liberal in the nation. For several years the City Colleges of Chicago have had the reputation of having one of the strongest and most successful faculty unions in the United States when measured in terms of contract success. Currently the union represents approximately 1,400 teachers in the City Colleges system.

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[1] A Lane placement for a faculty member is determined by his formal education, specialized training, and teaching or working experience. Faculty members may possibly move from Lane 1 to Lane 4 during the course of their academic career. CCC salary schedule can be found in Appendix D.

The present collective bargaining agreement is considered by many to be one of the most complete in higher education in terms of its coverage of employer-employee relationships. The faculty at the City Colleges of Chicago has utilized strikes and/or work stoppages in 1966, 1969, 1971, 1973, and again in 1975 to accomplish its goals. The strikes have disrupted the educational process and created an increasingly hostile atmosphere between the union and administration. With the current collective bargaining agreement due to expire in the fall of 1977, the administration will shortly be faced with new negotiations.

METHODOLOGY

The Academy's survey was designed to assess various faculty personnel practices at community colleges. The survey attempted to gather comparative data on 12 priority issues established by the Board of Trustees, specifically:

- Faculty salaries
- Overload compensation
- Compensation for faculty members who substitute for absent faculty
- The nature of the administrative structure
- The role of the departmental chairperson
- Released time for union officers
- Faculty workload
- Restrictions on the use of part-time faculty
- Constraints on class size
- Limitations on outside employment
- Leaves of absence
- Fringe benefits

Letters requesting specific information on these areas of concern were sent to 61 community colleges having enrollments of not less than 5,000.

From those community colleges that responded, the Academy selected 32 urban institutions (including Chicago) as a representative sample of community colleges in the United States, 23 having collective bargaining agreements and nine not. For the purposes of regional comparison, seven community colleges in the area around the City Colleges of Chicago were included in the survey. All institutions are identified in Appendices E-1 through E-3, and all bargaining agreements are outlined in Appendix E-4.

In order to clarify information, the Academy visited selected campuses, spoke to key administrators at the 32 colleges by phone, mailed follow-up letters, studied all the documentary materials collected, and reviewed the national literature. In some instances, colleges either had no policy on a given issue or refused to divulge information because of its ostensibly confidential nature. Yet in most cases the Academy was successful in obtaining the pertinent information.

The comprehensive data of the survey--all based on contracts and policies that terminate in 1976, 1977, or 1978--are set forth in tables that constitute an integral part of this report. The Academy analyzed the data to determine how the faculty personnel practices at the City Colleges of Chicago compared to those at all 32 institutions surveyed, with particular reference to the largest urban institutions surveyed and the seven institutions in Illinois.

Finally, the Academy recommends ways in which the City Colleges of Chicago might proceed at the 1977 negotiating sessions.

ANALYSIS OF ISSUES

Faculty Salaries

Chicago ranks third among the largest community colleges across the country in highest maximum salaries (Figure 1). Only Nassau Community College and CUNY have higher maximums, and the withholding of two weeks' salary at CUNY, caused by New York City's financial crisis, brings faculty compensation levels there very close to the Chicago scale.[1]

In fact, in all three categories of institutions studied--the 10 largest community college systems, the seven neighboring systems, and the entire sample of 32--Chicago's salaries are outstanding. As previously stated, the maximum salary at Chicago ($28,040) is higher than at eight out of the 10 larger systems (outranked only by Nassau and CUNY), and its minimum ($11,290) is higher than those at six of the 10 (Figure 2). Locally, Chicago's maximum salary is unsurpassed by any of the seven community college systems, and its minimum is exceeded only by that of Joliet ($11,764). Finally,

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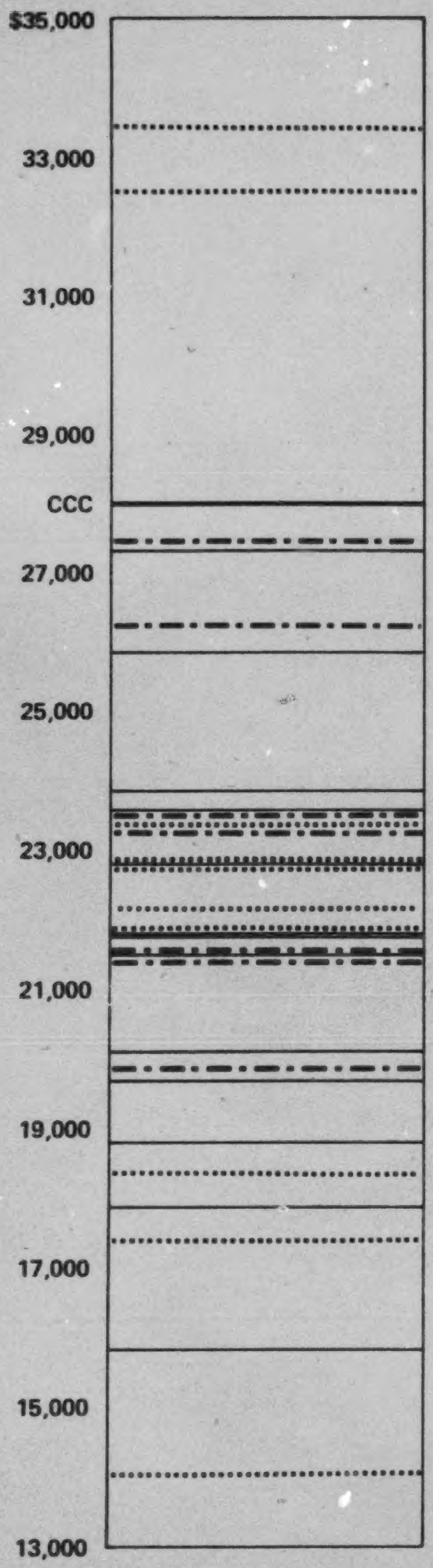
[1] The withholding of two weeks' salary at CUNY is part of the 1975-77 collective bargaining agreement. The withholding is calculated by the formula: 14/366 x basic annual salary (1976 is leap year). This would result in a $518 decrease for faculty members earning $13,550 and a decrease of $1,282 for faculty members at the top end of the scale. In addition, faculty increments are to be postponed until January 1977.

Chicago's maximum salary is higher than those at 93.5% of the 31 other urban systems and its minimum surpasses those at 77.4% of the 31 (see Table 4).

Appendices F-1 and F-2 detail the range of full-time salaries according to faculty rank and graduate degree.

Figure 1

MAXIMUM FACULTY SALARIES AT 31 URBAN COMMUNITY COLLEGES



			Per Year
	••••••••••••	CUNY	$33,475
	••••••••••••	Nassau	32,526
CCC	———————	**CHICAGO**	**28,040**
	—·—·—·—	William Rainey Harper	27,700
	— — —	Baltimore	27,320
	—·—·—·—	Triton	26,262
	— — —	Oakland	25,902
	— — —	Metropolitan	23,930
	— — —	Wayne County	23,608
	—·—·—·—	Joliet	23,571
	••••••••••••	Los Angeles	23,450
	—·—·—·—	Prairie State	23,375
	••••••••••••	Cuyahoga	22,986
	••••••••••••	Miami Dade	22,958
	— — —	Milwaukee Technical	22,860
	••••••••••••	Charles S. Mott	22,216
	••••••••••••	St. Louis	21,927
	— — —	Maricopa	21,886
	— — —	Macomb	21,750
	— — —	Henry Ford	21,505
	—·—·—·—	Thornton	21,500
	—·—·—·—	Morton	21,364
	— — —	Minnesota	20,048
	—·—·—·—	Moraine	19,990
	— — —	Chemeketa	19,709
	— — —	Central Piedmont	18,819
	••••••••••••	Seattle	18,360
	— — —	Green River	17,985
	••••••••••••	Portland	17,466
	— — —	Denver	15,900
	••••••••••••	Allegheny	14,000

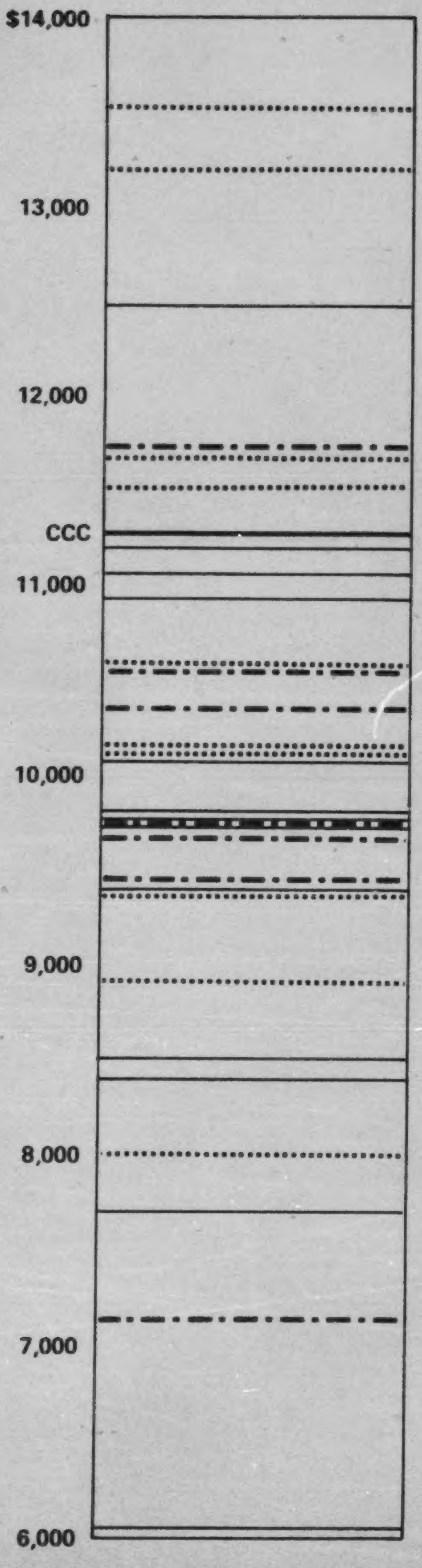
•••••••••••• One of the Largest Urban Institutions

—·—·—·— Community College in Illinois

— — — Other Urban Community Colleges

Figure 2

MINIMUM FACULTY SALARIES AT 31 URBAN COMMUNITY COLLEGES



			Per Year
	••••••••••••	CUNY	$13,550
	••••••••••••	Nassau	13,208
	————	Milwaukee Technical	12,490
	—•—•—•—	Joliet	11,764
	••••••••••••	Los Angeles	11,680
	••••••••••••	Miami Dade	11,553
CCC	━━━━	**CHICAGO**	**11,290**
	————	Oakland	11,259
	————	Macomb	11,100
	————	Wayne County	10,956
	••••••••••••	Charles S. Mott	10,605
	—•—•—•—	Prairie State	10,595
	—•—•—•—	Triton	10,389
	••••••••••••	Seattle	10,148
	••••••••••••	St. Louis	10,109
	————	Maricopa	10,037
	————	Green River	9,855
	—•—•—•—	William Rainey Harper	9,750
	————	Henry Ford	9,749
	————	Chemeketa	9,745
	—•—•—•—	Morton	9,698
	—•—•—•—	Thornton	9,467
	————	Metropolitan	9,403
	••••••••••••	Portland	9,393
	••••••••••••	Cuyahoga	8,937
	————	Minnesota	8,503
	————	Denver	8,400
	••••••••••••	Allegheny	8,000
	————	Baltimore	7,724
	—•—•—•—	Moraine	7,155
	————	Central Piedmont	6,030

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—•—•—•—	Community College in Illinois
————	Other Urban Community Colleges

MINIMUM-MAXIMUM FACULTY SALARIES at 32 Urban Community Colleges

Table 4

College	Minimum	Maximum
CHICAGO*	$11,290	$28,040
Allegheny*	8,000	14,000
Baltimore*	7,724	27,320
Central Piedmont	6,030	18,819
Charles Stewart Mott*	10,605	22,216
Chemeketa*	9,745	19,709
CUNY*	13,550	33,475
Cuyahoga	8,937	22,986
Denver	8,400	15,900
Green River*	9,855	17,985
Henry Ford*	9,749	21,505
Joliet*	11,764	23,571
Los Angeles	11,680	23,450
Macomb*	11,100	21,750
Maricopa	10,037	21,886
Metropolitan (Kansas City)	9,403	23,930
Miami Dade	11,553	22,958
Milwaukee Technical*	12,490	22,860
Minnesota*	8,503	20,048
Moraine*	7,155	19,990
Morton*	9,698	21,364
Nassau*	13,208	32,526
Oakland*	11,259	25,902
Portland*	9,393	17,466
Prairie State*	10,595	23,375
Seattle*	10,148	18,360
St. Louis	10,109	21,927
SUNY*[1]		
Thornton*	9,467	21,500
Triton*	10,389	26,262
Wayne County*	10,956	23,608
William Rainey Harper	9,750	27,700

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* Designates union contract.

[1] Salary schedules differ at each SUNY campus.

Data are for contracts or policies extending through 1976-78.

Overload Compensation

Overload compensation for faculty members at the City Colleges of Chicago is significantly higher than that at all the other colleges in this survey. For this reason faculty members are so eager to get this work that a complex priority listing, which earns "rotation points," is spelled out in elaborate detail in the contract. As one accumulates rotation points, one becomes less eligible for additional work in the next semester. For example, the rotation list of January 31 includes all points earned through the end of the fall semester plus the points for estimated earnings for assigned overtime during the spring semester. All of these points added together determine eligibility for summer work.

In determining eligibility for extra work, seniority is the deciding factor between two or more faculty members having the same number of rotation points. Otherwise the person with the fewer points receives the next opportunity for extra work.

In fact, overload compensation has been one of the most tensely negotiated issues in the CCC contract. Under the 1973-75 agreement, CCC paid for overload at a pro rata share of the annual salary. In the 1975-77 contract, this amount was reduced to 75% of a pro rata portion of the base rate of pay, largely because of the financial constraints that prevailed during negotiations. Financial exigency was not a strong enough argument to lower rates of pay for summer session assignments, which by contract continue to be paid on a 100% pro rata basis.

In order to compare Chicago's rate with those of the other institutions in the survey, the Academy converted all institutional formulas into an overload rate per credit hour per semester, the most common denominator (see Figure 3 and Appendix G). In addition, since most institutions establish their overload remuneration scale according to the experience or qualifications of the instructor, the Academy has accumulated data on the minimum and maximum overtime pay possibilities. For those institutions that give a single rate per overload credit hour, this rate has been used as both a minimum and maximum.

According to the Academy's calculations, Chicago's minimum overload rate of $353 per contact hour[1] and its maximum rate of $876 per contact hour surpass the overload rates of any of the colleges studied.[2] Locally, its maximum exceeds that of second-ranking Moraine Valley by $341 a credit hour, and its minimum exceeds that of the runner-up, Thornton College, by $85 per credit hour.

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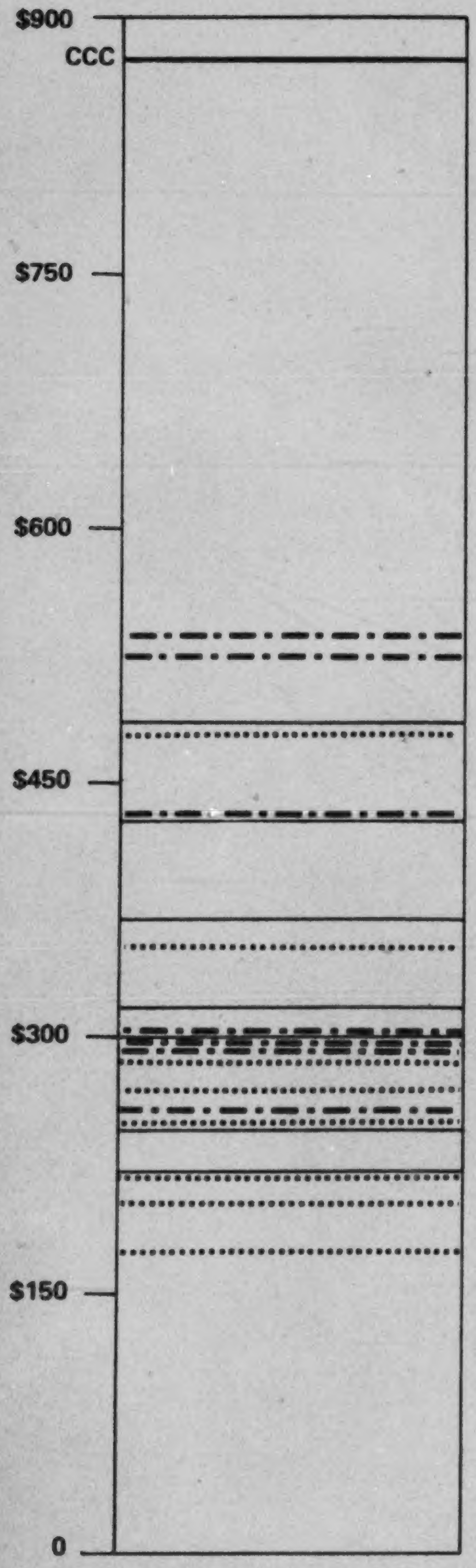
[1] Translation into an hourly rate: take a minimum salary of $11,290 and divide by number of contact hours taught per year (24) = $470 per contact hour. 75% of $470 = $353 = compensation for teaching one extra contact hour.

[2] The CCC minimum overload rate is higher than the maximum overload rate at 15 of 23 urban community colleges.

Figure 3

MAXIMUM FACULTY OVERLOAD RATES AT 23 URBAN COMMUNITY COLLEGES



		Per Credit Hour
CCC ━━━━	**CHICAGO**	**$876**
—·—·—·—	Moraine	535
—·—·—·—	Triton	525
────	Macomb	483
············	CUNY	480
—·—·—·—	Thornton	437
────	Wayne County	432
────	Chemeketa	419
············	Nassau	350
────	Green River	316
────	Baltimore	300
—·—·—·—	William Rainey Harper	300
—·—·—·—	Morton	289
—·—·—·—	Joliet	278
············	Miami Dade	267
············	Charles S. Mott	250
—·—·—·—	Prairie State	240
············	Allegheny	235
────	Denver	234
────	Metropolitan	227
············	St. Louis	225
············	Cuyahoga	202
············	Portland	175

············ One of the Largest Urban Institutions

—·—·—·— Community College in Illinois

──── Other Urban Community Colleges

Compensation for Faculty Members who Substitute for Absent Faculty

Faculty members at Chicago receive 75% of their regular base rate of pay for substituting for colleagues who are absent (Appendix H). This makes CCC the highest paying community college for faculty substitution.

Higher education institutions seem to follow various practices in this area:

1. Several colleges offer no compensation. The extra teaching is handled by a regular faculty member on a basis of collegiality. This appears to be the situation at CUNY.

2. A few colleges negotiate the amount of compensation with the faculty member on a per session/individual basis.

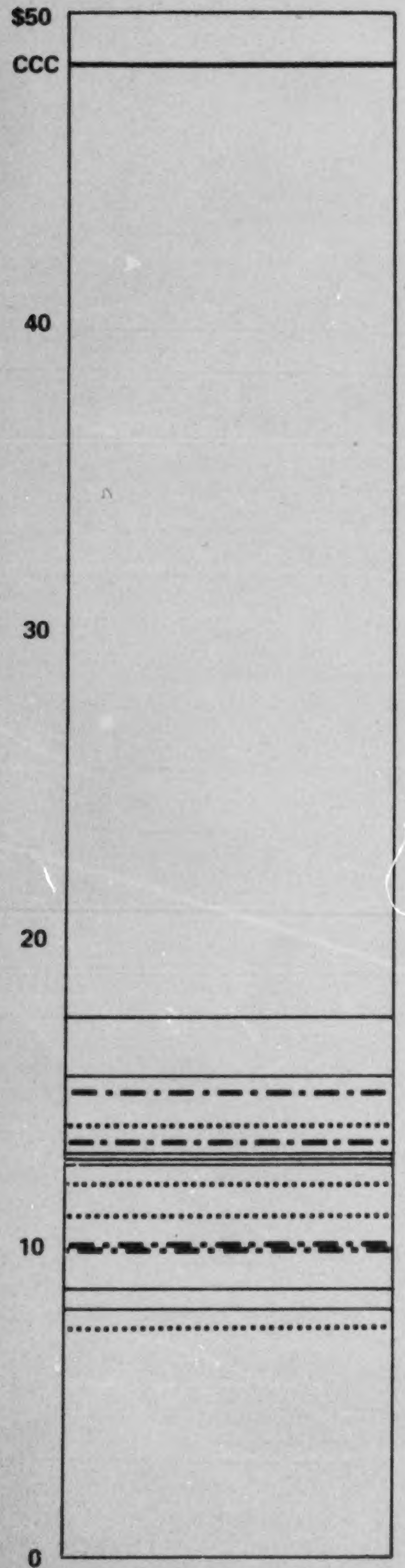
3. Fourteen colleges use an hourly pay scale to compensate faculty who substitute for their colleagues.

Under the Chicago contract, the 75% rate that faculty receive after the first hour of substitute work amounts to $19.60 to $48.68 per hour, depending on annual salary. In contrast, faculty members at the large community colleges receive from $7.50 to $14 per hour, and those at neighboring colleges in Illinois receive from $10 to $15 per hour (see

Figure 4). CCC minimum substitute pay ($19.60) is higher than the maximum substitute rate of 15 out of 16 urban community colleges. Only Chicago's contract provides that a qualified substitute from within the department must be appointed after the first class hour of absence.

Figure 4

MAXIMUM FACULTY SUBSTITUTION RATES AT 16 URBAN COMMUNITY COLLEGES



		Per Hour
CCC ———	**CHICAGO**	**$48.68**
———	Green River	17.54
———	Metropolitan	15.63
—·—·—	Thornton	15.00
••••••••	Charles S. Mott	14.00
—·—·—	Moraine	13.40
———	Wayne County	13.00
———	Macomb	13.00
———	Denver	13.00
••••••••	Los Angeles	12.11
••••••••	Cuyahoga	11.00
—·—·—	Joliet	10.00
—·—·—	Morton	10.00
———	Milwaukee Technical	8.50
———	Maricopa	8.00
••••••••	Miami Dade	7.50

•••••••• One of the Largest Urban Institutions

—·—·— Community College in Illinois

——— Other Urban Community Colleges

Extra Compensation and/or Released Time for Department Chairpersons[1]

Granting released time for departmental responsibilities and/or adding supplements to the salaries of department chairpersons is a practice prevalent at many community colleges. Table 5 shows that Chicago gives department chairpersons virtually the same amount of released time as the 31 other community college systems in this survey. Like Chicago, six community colleges that include department chairpersons in their contracts give no additional compensation.

Seven of the 10 large urban community college systems include department chairpersons in their collective bargaining agreements. Of these seven institutions, CCC offers less released time than do four others. Obviously, since Chicago does not offer extra compensation to its department chairpersons, it is less generous than five large institutions that do.

Of the seven community colleges near CCC, Thornton and William Rainey Harper do not provide any released time for department chairpersons. Of the four that do, Joliet and Triton provide more time than Chicago, and Morton and Prairie State provide less time. (Moraine Valley does not have department heads.) Moreover, in addition to providing released time, Joliet and Triton also give extra compensation to department chairpersons. Overall, Chicago's compensation is less than that of Joliet and Triton and equal to that of Morton and Prairie State.

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[1] Some department chairpersons at community colleges are not included in the collective bargaining agreement. Their positions are administrative and they are considered part of the administration, not the faculty.

Eighteen of the 31 other community colleges studied give department heads released time, as does Chicago. Chicago is less generous in granting this benefit than nine institutions. Unlike Chicago, 12 of the colleges surveyed grant extra compensation to the department chairpersons, and all 12 grant released time as well.

The Chicago system offers chairpersons a maximum of six hours of released time for departments that have seven or more members. Some institutions, such as Maricopa College in Phoenix, Arizona, give as many as 12 hours of released time per semester for departments with 17 or more members.

In 13 of the 23 community colleges studied that have contracts, chairpersons are considered part of the administration and are excluded from the contract (see Appendix E-4).

EXTRA COMPENSATION AND/OR RELEASED TIME FOR DEPARTMENT CHAIRPERSONS
at 32 Urban Community Colleges

Table 5

College	Compensation		Released Time		
	# Faculty in Dept.	$ Stipend	# Faculty in Dept.	#Sem. hrs. taught	Amount of time
Chicago*	no extra compensation		3-6 7 or more		3 credit hrs/sem. 6 credit hrs/sem.
Allegheny*	1-6 7-14 14 or more	$1,500 per yr. $1,000 per yr. $1,000 per yr.			none 3 credit hrs/yr. 3 credit hrs/sem.
Baltimore*		7-8% BAS			3-6 credit hrs/sem.
Central Piedmont	given extra compensation and released time				
Charles S. Mott*	not covered by agreement				
Chemeketa*	Department Chairmen are supervisory personnel and not covered by the contract.				
CUNY*	given extra released time - no policy re: amount				
Cuyahoga		4% increase to BAS			50%
Denver	no extra compensation or released time				
Green River*[1]		$1,350 $1,665 $2,025			5 credit hrs per quarter
Henry Ford*[2]					

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* Designates union contract.

BAS, Base Annual Salary.

[1] Dept. Chairmen can receive 1/3 released time or 1/3 annual premium each quarter.

[2] Given release time to perform administrative duties.

Data are for contracts or policies extending through 1976-78.

EXTRA COMPENSATION AND/OR RELEASED TIME FOR DEPARTMENT CHAIRPERSONS

page 2 at 32 Urban Community Colleges Table 5

	Compensation		Released Time		
College	# Faculty in Dept.	$ Stipend	# Faculty in Dept.	# Sem. hrs. taught	Amount of time
Joliet*		$1,045 per yr.	1-4		3 credit hrs/sem.
			5-10		6 credit hrs/sem.
			11 or more		9 credit hrs/sem.
Los Angeles		$1,150 per yr.		0-36 lec equiv hrs.	0 credit hrs/sem.
				37-74 " " "	3 credit hrs/sem.
				75-164" " "	3 credit hrs/sem.
				165-above" "	6 credit hrs/sem.
Macomb*	Department chairmen are not faculty.				
Maricopa[3]		$10% of BAS	1-4		0 credit hrs/sem
			5-8		3 credit hrs/sem
			9-12		6 credit hrs/sem.
			13-16		9 credit hrs/sem.
			17 or more		12 credit hrs/sem.
Metropolitan (Kansas City)	no extra compensation		1-5		0 credit hrs/sem.
			6-12		3 credit hrs/sem.
			13 or more		6 credit hrs/sem.
Miami Dade	0-7	$600/yr.			normally: 40%
	8-11	$840/yr.			
	12-20	$1,080/yr.			
	20 or more	$1,200/yr.			
Milwaukee*	no extra compensation				50% reduction in teaching load
Minnesota*	no department chairmen				
Moraine*	no department chairmen				

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[3] Department chairmen receive an additional 1% of base salary for each member of the department.

EXTRA COMPENSATION AND/OR RELEASED TIME FOR DEPARTMENT CHAIRPERSONS
at 32 Urban Community Colleges

page 3

Table 5

College	Compensation		Released Time		
	# Faculty in Dept.	$ Stipend	# Faculty in Dept.	# Sem. hrs. taught	Amount of time
Morton*	no extra compensation		1-3 4-5 6-7 8 or more		1 credit hr/sem. 2 credit hrs/sem. 3 credit hrs/sem. 4 credit hrs/sem.
Nassau*		$750/yr.	1-5 6-15 16-30 30 or more		3 credit hrs/sem. 6 credit hrs/sem. 7 credit hrs/sem. 9 credit hrs/sem.
Oakland*[4]		$100 for each fac. member in dept. (Fall: max. 15 fac. mem.) (Winter:max. 15 fac. mem.) (Spring:max. 12 fac. mem.)		----	
Portland*	Department chairmen not covered in agreement.				
Prairie State*	no extra compensation		0-6 7-13 14 or more		1 credit hr/sem. 3 credit hrs/sem. 6 credit hrs/sem.
Seattle*	Department chairmen not covered in agreement.				
St. Louis	no extra compensation		0-6 6-11 12-20 21 or more		3 credit hrs/sem. 6 credit hrs/sem. 9 credit hrs/sem. 12 credit hrs/sem.
SUNY*[5]					

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[4] Fall of 1975 (only) Department Chairmen had regular load reduced by 25%.

[5] Every community college in the SUNY system has its own policy.

EXTRA COMPENSATION AND/OR RELEASED TIME FOR DEPARTMENT CHAIRPERSONS
at 32 Urban Community Colleges

	Compensation		Released Time		
College	# Faculty in Dept.	$ Stipend	# Faculty in Dept.	# Sem. hrs. taught	Amount of time
Triton*	3-7	$1,835			3 credit hrs/sem.
	8-12	$1,958			5 credit hrs/sem.
	13-18	$2,080			7 credit hrs/sem.
	19-30	$2,202			9 credit hrs/sem.
	30 or more	$2,325			11 credit hrs/sem.
Thornton*	Not covered in agreement.				
Wayne County*	Not covered in agreement.				
William Rainey Harper	Department chairmen are part of administration.				

The Nature of the Administrative Structure

Table 6 shows that the administrative structure of community colleges usually utilizes departments or divisions, or both departments and divisions. In some cases no structure is mentioned.

Like Chicago, three of the ten large community colleges have departmental structures. One college uses a divisional structure and six colleges have both departments and divisions.

Three of the community colleges near CCC have departments. Two colleges have divisions, one college has both, and Moraine Valley does not have either departments or divisions.

Of the 32 community colleges in this survey, 10 have a departmental structure like Chicago's, six use a divisional structure, 13 have both structures, and two report no such structure.

In the institutions that have small departments, divisional structures would save supervisory time, make it easier to carry on interdisciplinary teaching, and make the allocation of staff more flexible.

The last contract and the present one make arrangements for a joint administrative and faculty committee to discuss the possibilities of internal reorganization. This provision in the last contract was ignored. Interest in this issue needs to be reawakened.

Another area of the administrative structure that needs rethinking is the role of the college president in the Chicago system. An analysis of the contract as well as selective interviews lead one to the conclusion that the president's position is a most frustrating one. The president is lost between the union and the central office. He has no meaningful role in contract negotiations. In the last negotiation, presidents were scheduled to attend selected sessions.

Presidents have virtually no role in the budget making process. With few exceptions, they do not appear to exercise much authority in the crucial decision to grant or not to grant tenure.

ADMINISTRATIVE STRUCTURE
of 32 Urban Community Colleges

Table 6

College	Departments	Divisions
Chicago*	yes	
Allegheny*	yes	yes
Baltimore*	yes	yes
Central Piedmont	yes	
Charles Stewart Mott*		yes
Chemeketa*		yes
CUNY*	yes	yes
Cuyahoga	yes	
Denver		yes
Green River*		yes
Henry Ford*	yes	yes
Joliet*	yes	
Los Angeles	yes	
Macomb*	yes	yes
Maricopa	yes	yes
Metropolitan(Kansas City)	yes	
Miami Dade	yes	yes
Milwaukee Technical*	yes	yes
Minnesota*[1]		
Moraine*[1]		
Morton*	yes	yes
Nassau*	yes	
Oakland*	yes	
Portland*	yes	yes
Prairie State*	yes	
Seattle*	yes	yes
St. Louis	yes	yes
SUNY*	yes	yes
Thornton*		yes
Triton*	yes	
Wayne County*	yes	
William Rainey Harper		yes

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[1] Does not have departments or divisions.

* Designates union contract.

Data are for contracts or policies extending through 1976-78.

Role of Department Chairpersons

The majority of department chairpersons at the 10 large urban community college systems, at the seven colleges near Chicago, and at the 31 urban community colleges surveyed had duties similar to those of the chairpersons at Chicago (Table 7). Most department chairpersons were responsible for coordinating departmental efforts; initiating curricular changes; assigning teaching schedules; supervising and evaluating department faculty; acting as a liaison between administration and department faculty; and teaching.

Ten essentially similar areas of primary responsibility given to department chairpersons by the institutions surveyed were compared (of which Chicago's department chairpersons had eight).

Chicago compared to 31 other urban community college systems:

1. Coordinate efforts; convene and chair meetings; equitably distribute department responsibilities

   Of the 24 institutions that provided us with information about the function of the department chairpersons, 20 or 83%, listed this responsibility.

2. Assess needs for curricular changes and/or new programs

   Required by Chicago and 74% of the community colleges that responded.

3. Assist in developing budget

   Required by 56% of the community colleges, but not Chicago.

4. Supervise and manage physical facilities under jurisdiction of department; order equipment, supplies, and textbooks

   Required by 47% of the community colleges, but not Chicago.

5. Make recommendations for retention, tenure, and promotion of departmental faculty

   Required by Chicago and 69% of the community colleges.

6. Take leadership in establishing new courses and teaching methods

   Required by Chicago and 82% of the community colleges.

7. Prepare and assign course and teaching schedules for department faculty

   Required by Chicago and 87% of the community colleges.

8. Supervise and evaluate department faculty

   Required by Chicago and 69% of the community colleges.

9. Provide liaison between administration and department faculty

   Required by Chicago and 61% of the community colleges.

10. Teach

    Ninety-two percent of the community colleges that describe the responsibilities of department chairpersons require them to teach.

To summarize, Chicago gives department chairpersons approximately the same amount of responsibility as the other community colleges in this survey. However, chairpersons are not responsible for one important area: participating in the budgetary process.

Chicago compared to 10 large urban community college systems:

Department chairpersons at CCC have duties similar to eight of the community colleges in this category. St. Louis gives chairpersons considerably less responsibility.

Chicago compared to seven community college systems in Illinois:

Chairpersons at Triton and William Rainey Harper are given major responsibilities for managing their departments. Table 7 shows that these local Illinois colleges call on their chairpersons to exercise all ten roles, which were viewed as normal for departmental leaders to exercise. The other local colleges appear to give their chairpersons the same functions as Chicago.

RESPONSIBILITIES AND DUTIES OF DEPARTMENT CHAIRPERSONS[1]
at 32 Urban Community Colleges

Table 7

College	A	B	C	D	E	F	G	H	I	J
Chicago*	x	x			x	x	x	x	x	x
Allegheny*	x	x	x	x	x	x	x			x
Baltimore*		x			x	x	x	x		x
Central Piedmont	x	x			x	x	x	x	x	x
Charles S. Mott*	x	x	x	x	x	x	x	x	x	
Chemeketa*	x	x	x	x	x	x	x	x	x	x
CUNY*	x	x			x	x	x	x	x	x
Cuyahoga	x	x	x	x	x	x	x	x	x	x
Denver	x	x		x	x	x	x	x	x	
Green River*	x	x	x	x	x		x	x	x	x

A Coordinate efforts; convene and chair meetings; equitable distribution of departmental responsibilities.
B Assess needs for curricular changes and/or new programs in the department.
C Assist in developing annual and long-range operating and capital budgets.
D Supervise and manage physical facilities under jurisdiction of dept.; order and inventory equipment, supplies & textbooks.
E Make recommendations for retention, tenure, and promotion of departmental faculty.
F Participate and take leadership in establishing new courses and teaching methods.
G Prepare and assign course and teaching schedules for department faculty.
H Supervise and evaluate departmental faculty.
I Provide liaison between administration and department faculty.
J Teach.

[1] Most community colleges that do not include dept. chairpersons in their collective bargaining agreement do not discuss the responsibilities and duties of department chairpersons in their contracts.

* Designates union contract.

Data are for contracts or policies extending through 1976-78.

RESPONSIBILITIES AND DUTIES OF DEPARTMENT CHAIRPERSONS

page 2 at 32 Urban Community Colleges Table 7

College	A	B	C	D	E	F	G	H	I	J
Henry Ford*	x	x				x	x		x	x
Joliet*[2]										
Los Angeles	x	x		x	x	x	x	x		x
Macomb*[2]										
Maricopa	x	x				x	x			x
Metropolitan (Kansas City)	x	x	x			x	x			x
Miami Dade	x		x		x			x		x
Milwaukee*	x		x	x		x	x	x	x	x
Minnesota*	(no department chairmen)									
Moraine*	(no department chairmen)									
Morton*	x	x			x	x	x	x	x	x
Nassau*	x		x	x		x			x	x
Oakland*	x									x
Portland*[2]										
Prairie State*			x		x		x	x	x	x
Seattle*		x	x		x	x	x	x		x
St. Louis						x	x			x

[2] Department chairpersons are not included in the collective bargaining agreement and their responsibilities are not mentioned in the contract.

RESPONSIBILITIES AND DUTIES OF DEPARTMENT CHAIRPERSONS
at 32 Urban Community Colleges

page 3

Table 7

College	A	B	C	D	E	F	G	H	I	J
SUNY*[3]										
Thornton*[2]										
Triton*	x	x	x	x	x	x	x	x	x	x
Wayne County*[2]										
William Rainey Harper	x	x	x	x	x	x	x	x	x	x

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[3] Duties of department chairpersons differ at the various community colleges in the SUNY system.

Released Time for Union Officers

A common practice at many community colleges with collective bargaining agreements is to allow one union officer to take a leave of absence without pay (without loss of seniority rights) or to have released time to attend to union responsibilities. The Chicago contract provides for 21 hours of released time to be divided among the campuses.

In addition to generous provisions for released time for attention to union matters, the Chicago contract is unique in stipulating that a maximum of six members of the negotiating committee will be released from 50% of their regular teaching load or other assigned duties without loss of pay during the semester in which negotiations for a new agreement are in progress. Macomb and Nassau provide released time during the negotiating semester for one person.

Other significant points:

- Like the City Colleges of Chicago, 40% of the community colleges with collective bargaining agreements allow one faculty member to take a leave of absence without pay to accept a full-time position with the union.
- 45% of the community colleges grant a specific amount of released time to one union officer each semester.
- Two community colleges allow the president of the

union released time upon request to discuss the collective bargaining agreement.

- Three community colleges do not give union officers any released time.

- Five of the six large urban community colleges that have collective bargaining agreements allow one faculty member to take an unpaid leave of absence to accept a full-time position with the union.[1]

A look at CCC's neighbors shows that:

- Like the City Colleges of Chicago, Thornton College allows one faculty member to take a leave of absence without pay to accept a full-time union position.

- Joliet is the only regional community college that grants a specific amount of released time to one union officer each semester. (The president of this union receives three credit hours of released time per semester.)

- Morton allows a union officer released time only during the semester when contract negotiations are in progress.

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[1] Chicago, Seattle, Portland, Allegheny, and CUNY.

- Prairie State and Triton provide released time for the president of the union to meet with the administration to discuss matters relating to the agreement.
- Moraine Valley does not provide released time for union officers.

(Please see Table 8 for other details of released time for union officers.)

RELEASED TIME OR PREFERENTIAL TEACHING SCHEDULES FOR UNION OFFICERS at 23 Urban Community Colleges

Table 8

College	Officer	Pay	Course Reduction	Leave of Absence Max. # years	Other
Chicago	Negotiating Com. (not to exceed 6)	No loss	50% during negotiations		Load will not be reduced below 6 contact hours
	Pres.-full-time	No pay		yes[1]	
Allegheny	President		2 per semester		
	Vice President		1 per semester	yes	
	Employee elected to full-time position	No pay		(1-2 years)	
Baltimore	Union official	No loss	6 credits per sem.		
Charles S. Mott	President	No loss	50%		Union must pay cost of replacement (on a part-time or overload basis)
Chemeketa					No released time
CUNY	1 officer			yes	
Green River	President				Be relieved of advisory and committee assignments in order to assist in implementation of agreement
Henry Ford	President		Upon request		
Joliet	President	No loss	3 credits per semester		2 additional personal leave days for union service[2]
Macomb	President	No loss	25% per semester (see[3])		

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[1] If President continues to teach part-time, he shall be paid pro rata salary for classes taught.

[2] President or chief negotiator of union is granted 4 additional personal leave days to be used at his discretion for union purposes during the semester immediately prior to the termination of the agreement.

[3] Board provides bargaining unit the option to purchase released time for chief negotiator. Not to exceed half normal teaching load each semester. Option also to purchase add'l time for pres. not to exceed 1/4 normal teaching load.

Data are for contracts or policies extending through 1976-78.

RELEASED TIME OR PREFERENTIAL TEACHING SCHEDULES FOR UNION OFFICERS
at 23 Urban Community Colleges

Table 8

College	Officer	Pay	Course Reduction	Leave of Absence (Max. # years)	Other
Milwaukee	President	No loss	20%		
Minnesota	President	No loss	50%		Union must reimburse administration for the 50% salary
Moraine					No released time
Morton[4]					
Nassau	Union president		9 hrs during Spring 1976		
Oakland	Union		35 credit hrs for duration of 2-year contract (see [3])		
Portland		No pay		yes	
Prairie State	President	No loss			Can meet with admin. to discuss matters re: agreement
	Any faculty member accepting full-time union employment	No pay		yes (1 year)	
Seattle	1 officer	Board pays		yes (1 year)	
SUNY	President	Board pays		yes	
Thornton	1 officer full-time	No pay		yes (2 years)	Must have tenure. Only 1 faculty member at a time

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[4] No loss in salary for faculty involved in negotiating sessions.

RELEASED TIME OR PREFERENTIAL TEACHING SCHEDULES FOR UNION OFFICERS at 23 Urban Community Colleges

Table 8

College	Officer	Pay	Course Reduction	Leave of Absence (Max. # years)	Other
Triton[5]					
Wayne County	President	Administration	Not to exceed two classes each sem.		

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[5] At the request of the college president or Association, the college president and the vice presidents should meet and confer with the officers of the Association to discuss matters of mutual concern.

Faculty Workload

To assess faculty workload provisions, the Academy compared the average number of hours taught by full-time faculty members each semester. The results show that CCC makes minimum demands with regard to faculty workload (Table 9).

In its requirement that faculty teach only 12-13 contact hours per semester, Chicago is more generous than any of the large urban community colleges.[1] Cuyahoga is the only other institution that specifies this limited workload.[2] All the others require 14-16 contact hours per semester. The CUNY provision is that the workload must not be excessive. This is now being interpreted as 15 hours per week.

All seven community colleges in Illinois require 14-16 contact hours per semester as opposed to Chicago's 12-13.

Office Hours. Chicago's policy of requiring faculty members to schedule only three office hours per week is one of the most lenient of the community colleges surveyed.

Chicago is more lenient toward its faculty with respect to office hours than eight of the 10 large urban community colleges that responded to this inquiry. The required number of office hours for the colleges in this category ranged from five to 7½ hours per week.

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[1] As do many other community colleges, Chicago has different productivity requirements for physical education courses.

[2] But Cuyahoga is on a quarterly basis and individuals teach during three quarters.

Three of the seven local Illinois community college systems have a specific provision relating to office hours. Chicago is more generous to its faculty than Moraine (4 per week), Joliet (4-5 per week), and Thornton (5 per week).

Thirteen of the 14 institutions in the representative sample in which contracts mandate a specific number of office hours require more than the three hours required in the Chicago agreement. Twelve of these 13 require five or more office hours per week. Thus, Chicago is more generous to its faculty than 93% of the community colleges whose contracts deal with this issue.

FULL-TIME FACULTY WORK LOAD
at 32 Urban Community Colleges

Table 9

College	Standard Semester Work Load Credit Hours	or Contact Hours	Maximum Hours per Year	Number of Office Hours per Week	Number of days required to teach each week	Number of Preparations per Semester
Chicago*		12-13		3	5 (max.)	4
Allegheny*	15		30	5		3[1]
Baltimore*	15		30	3		
Central Piedmont	14-16					
Charles S. Mott*		12-16		6		2
Chemeketa*	15			5		
CUNY*[2]	15					
Cuyahoga	12 (quarter)		36	5		3
Denver		16				
Green River*	15 (quarter)		45	5	5	
Henry Ford*		15		5	5	
Joliet*	15-16			4-5[3]		2-3
Los Angeles[4]	15			5		
Macomb*	14-16					

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* Designates union contract.

[1] 4th preparation: $200 stipend.

[2] Not required to teach excessive number of contact hours, assume an excessive load, or be assigned an unreasonable schedule.

[3] One hour per working day.

[4] Must be on campus 120 hours per 4-week pay period.

Data are for contracts or policies extending through 1976-78.

FULL-TIME FACULTY WORK LOAD
at 32 Urban Community Colleges

Table 9

College	Standard Semester Work Load		Maximum Hours per Year	Number of Office Hours per Week	Number of days required to teach each week	Number of Preparations per Semester
	Credit Hours	or Contact Hours				
Maricopa[5]	14-16		28-32			
Metropolitan (Kansas City)	14-16			5	3-5	
Miami Dade		15		5	5	
Milwaukee*		15			5	3
Minnesota*	15-18 (quarter)		45	appropriate to needs of students		determined by each college
Moraine*	14			4		
Morton*		15	30	"matter of professional judgment"	3	
Nassau*[6]		15-16		2½ + 5 additional not posted	4 whenever possible	3
Oakland*	15		30		no specific # of days required	
Portland*[7]						3
Prairie State*	15					
Seattle*		15				
St. Louis	15-16			established by Division Chairmen	3-5	3

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[5] Minimum number of hours on campus each week: 30.

[6] Up to 1/3 of faculty may elect to teach 12 contact hours per week at 5% reduction in pay.

[7] 40-hour work week: 35 hours spent instructing, advising and tutoring students (of the 35 hours, the time not spent in formal instruction will be used 50% for office hours and advising and 50% for course preparation).

FULL-TIME FACULTY WORK LOAD
at 32 Urban Community Colleges

Table 9

College	Standard Semester Work Load: Credit Hours	or Contact Hours	Maximum Hours per Year	Number of Office Hours per Week	Number of days required to teach each week	Number of Preparations per Semester
SUNY*	15			5		
Thornton*	15			5	5	4
Triton*	14-16				5	
Wayne County*	15		30	5		
William Rainey Harper		16	32			

Restrictions on the Use of Part-time Faculty

The City Colleges of Chicago contract for 1975-77 places only one restriction on the use of part-time faculty--before a full-time faculty member can be displaced from the CCC system, part-time teachers must be eliminated.

In assessing the restrictions that various institutions placed upon the use of part-time faculty, the Academy chose four broad categories for comparative purposes:

- cannot replace full-time faculty
- limitation on course load
- first to be laid off
- no restrictions

Table 10 and the following analysis compare the restrictions in the Chicago system to those in the institutions that responded to this inquiry.

CCC compared to 10 large urban community college systems. Four of the ten bar part-time faculty from replacing full-time faculty. Two others restrict the maximum number of courses that a part-time faculty member may teach. Chicago and three of the others provide that part-time faculty positions would be eliminated first if enrollment or the college's financial situation warrants it.

CCC compared to seven community college systems in Illinois. Moraine Valley and Triton do not allow part-time faculty to replace full-time faculty. William Rainey Harper and Joliet limit the maximum course load. Morton has no restrictions on part-time faculty. Chicago, Prairie State, and Thornton eliminate part-time lecturers before a full-time person is eliminated.

CCC compared to 31 urban community college systems. Nine colleges have a restriction that prohibits part-time faculty from replacing full-time faculty.

While Chicago does not have a maximum course load restriction for part-time faculty, seven community colleges do.

The most common stipulation on the use of part-time faculty is that their positions will be eliminated before those of full-time faculty. Like Chicago, ten of those community colleges surveyed specifically mention such a restriction.

Finally, seven institutions indicated that they did not restrict the use of part-time faculty.

RESTRICTIONS ON THE USE OF PART-TIME FACULTY
at 32 Urban Community Colleges

Table 10

College	Cannot replace full-time faculty	Maximum Course Load	First to be Laid off[1]	No Restrictions	Other
Chicago*			x		
Allegheny*	x				
Baltimore*				x	
Central Piedmont				x	
Charles S. Mott*			x		
Chemeketa*			x		
CUNY*		2			
Cuyahoga	x				
Denver		13 contact hrs			
Green River*			x		
Henry Ford*		Limit 8 contact hrs per week			
Joliet*		8 semester credit hrs			
Los Angeles		Given evening assignments limited to 20 hrs for each 4-week pay period			

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* Designates union contract.

[1] Part-time faculty positions eliminated first in the event of displacement due to financial exigency.

Data are for contracts or policies extending through 1976-78.

RESTRICTIONS ON THE USE OF PART-TIME FACULTY
at 32 Urban Community Colleges

Table 10

College	Cannot replace full-time faculty	Maximum Course Load	First to be Laid off	No Restrictions	Other
Macomb*	x				
Maricopa				x	
Metropolitan (Kansas City)				x	
Miami Dade			x		Part-time faculty shall not exceed 15%
Milwaukee*				x	"Both parties recognize contribution, value & necessity of using part-time faculty."
Minnesota*	x			x	
Moraine*	No part-time teacher shall be assigned until full-time faculty have had opportunity to choose regular load & overload				
Morton*				x	
Nassau*			x		
Oakland*			x		Part-time faculty shall not exceed 35% of the full-time faculty
Portland*	x (used when full-time faculty not available)				
Prairie State*			x		
Seattle*					Not to exceed 2%

RESTRICTIONS ON THE USE OF PART-TIME FACULTY
at 32 Urban Community Colleges

College	Cannot replace full-time faculty	Maximum Course Load	First to be Laid off	No Restrictions	Other
St. Louis	x				May be employed to teach off-campus courses
SUNY*			x		
Thornton*			x		Faculty get first consideration for add'l employment
Triton*	x				
Wayne County*	x	3 courses	x		
William Rainey Harper		12 contact hrs			

Constraints on Class Size

The City Colleges of Chicago are among the few colleges that include stipulations on class size and on cut-off dates for determining class size in their contract (Table 11).[1] Most contracts and faculty handbooks do not mention class size, which appears to be one of the few remaining administrative prerogatives. Follow-up phone calls and letters also confirm that class size is not a chief concern. In most cases, class size is limited only by available laboratory stations, size of classroom, and the particular discipline. Flexibility seems to be the key.

On the issue of when class size is determined, very few colleges have a formal plan. At many community colleges a professor may admit a student in a course even as late as the third week of classes.

Only nine of the 32 community colleges have a policy for average number of students in each class. The range is from 25 to 37 in a class.

Nine colleges, including Chicago, specify when class size is determined. Chicago's policy is either after the eighth day after the end of registration or after the fourth class meeting, whichever comes first. The other colleges determine class size after the 2nd, 6th, 7th, 10th, 14th, 15th,

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[1] Class size is not a mandatory subject of negotiations in most jurisdictions.

20th, and 25th day of classes. Obviously, if class size is determined too early, the real class size invariable shrinks. Class size varies in the first two weeks, while students are sampling the offerings. Putting class size and cut-off dates for determining class size into the contract makes administration more difficult.

CLASS SIZE PROVISIONS
at 32 Urban Community Colleges

Table 11

College	Average number of students in each class	English class	Extra compensation for additional students	How/when class size is determined
Chicago*	35	25		8th day following the end of registration or 4th class meeting: whichever comes first.
Allegheny*[1]				
Baltimore*	30			"flexible: usually after first week of classes"
Central Piedmont[2]				
Charles S. Mott*[3]	impossible to determine	28		Second day following beginning of instruction.
Chemeketa*	no policy			
CUNY*	no policy			14th day following the beginning of instruction during each academic period.
Cuyahoga	no policy			
Denver	no policy			
Green River*	no policy			
Henry Ford*	30	25		
Joliet*	no policy	20	(see [4])	Limits set at the opening of registration (Administration will make an attempt to close classes when enrollment reaches within five of established limit.)

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* Designates union contract.

[1] Constraints on class size are not included in contract "administrative prerogative."

[2] No policy restricting class size.

[3] "No class size shall exceed that size set forth upon official list without written consent of faculty member affected."

[4] Large group instruction: 40 (1-hr credit for each contact hour of instruction in large groups).

Data are for contracts or policies extending through 1976-78.

page 2

CLASS SIZE PROVISIONS
at 32 Urban Community Colleges

Table 11

College	Average number of students in each class	English class	Extra compensation for additional students	How/when class size is determined
Los Angeles	"No constraints"			"No written policy; discretion of instructor."
Macomb*	28		$6 per student credit hour for excess number of students over average.	End of 3rd week of semester.
Maricopa	No policy			
Metropolitan (Kansas City)	"Class size is limited only by available laboratory stations, size of classroom and the discipline."			
Miami Dade	"Complex system which requires that the department use the academic accounting system to develop plans that they feel will provide an effective organization for instruction for each course."			
Milwaukee*		25	Where enrollment is more than 60, teacher is given 1¼ credits on teaching schedule for each contact period with such classes.	Determined on the basis of average attendance during the first 4 weeks of each semester.
Minnesota*	No special constraints; contract provides that "assignment must be reasonable and equitable."			
Moraine*	"unwritten guideline: 30"			10th day following beginning of instruction.
Morton*		22		"flexible--determined by Dean of College after consultation with department chairman."[5]
Nassau*[6]	On a periodic basis the Dean of Instruction and the Executive Committee of the Union review individual department student/faculty ratio and average class size in order to make internal adjustments.			

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[5] Determined well before registration.

[6] Class size maximum enrollment 30 or below--will not be increased by more than 1.
Class size maximum enrollment 31 or above--will not be increased by more than 2.

page 3

CLASS SIZE PROVISIONS
at 32 Urban Community Colleges

Table 11

College	Average of students in each class	English class	Extra compensation for additional students	How/when class size is determined
Oakland*	25-35			After 6th day of classes.
Portland*	No policy			Depends upon subject area, method of instruction, and physical constraints.
Prairie State*		30		Negotiated item--varies from class to class determined by department after consultation with the VP of Instructional Services.
Seattle*	No policy			
St. Louis[7]	25		"special pay formula to compensate professors who handle large lecture halls"	
SUNY*	No policy			
Thornton*	32	22-29		
Triton*				Determined by Chairperson, Coordinator or Dean.
Wayne County*	37	25	$10 per student for each student in excess of maximum number of students per semester.	Computed on basis of students regularly attending the first meeting of the 5th week of classes.
Wm. Rainey Harper	25			Determined at the time of registration.

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[7] "flexible policy--if class is not filled students may enroll in class with permission of instructor up to third or fourth week after instruction has begun--really depends upon the instructor."

Limitations on Outside Employment

Twenty-seven community colleges in this survey limit outside employment for full-time faculty. At Chicago, the only limitation is that faculty members not accept any concurrent full-time position (Table 12).

It would appear, however, that a CCC faculty member could hold several outside part-time teaching positions or other jobs, the only limitation being that it may not add up to a full-time position. But no standards are set for determining when more than one part-time position adds up to a full-time one.

Seven of the ten large community colleges impose more stringent restrictions on outside employment than does CCC. Faculty members are expected to get administration consent before accepting outside employment. Several community colleges require a faculty member to limit outside activity to the extent necessary to prevent impairment of educational effectiveness. Only two colleges among the big ten (Los Angeles and Seattle) report no restrictions.

Six of the seven Illinois community colleges reviewed have a policy on outside employment. Four community colleges impose more stringent regulations on their faculty than Chicago does. Moraine has a provision similar to the Chicago one in its contract. Prairie State is the only college that reports no restrictions, and Thornton has no policy.

Twenty-one of the 31 community colleges in this survey impose more specific and stringent restrictions on outside employment for full-time faculty than do the City Colleges of Chicago.

LIMITATIONS ON OUTSIDE EMPLOYMENT
for Full-time Faculty at 32 Urban Community Colleges

Table 12

	No restrictions	Will not accept any concurrent full-time position	Limit outside activity to the extent necessary to prevent impairment of educational effectiveness	Must not conflict with faculty member's obligation to College	Notification and consent of Administration	Schedule will be arranged to allow faculty member to pursue professional activities which relate to or enhance academic effectiveness
Chicago *		x				x
Allegheny*					x	
Baltimore*			x	x		x
Central Piedmont			x			
Charles Stewart Mott*					x	
Chemeketa*	x					
CUNY*					x	
Cuyahoga			x	x		
Denver			x	x		
Green River*				x		
Henry Ford*				x		
Joliet*			x			
Los Angeles	x					

* Designates union contract.
Data are for contracts or policies extending through 1976-78.

LIMITATIONS ON OUTSIDE EMPLOYMENT
for Full-time Faculty at 32 Urban Community Colleges

Table 12

	No restrictions	Will not accept any concurrent full-time position	Limit outside activity to the extent necessary to prevent impairment of educational effectiveness	Must not conflict with faculty member's obligation to College	Notification and consent of Administration	Schedule will be arranged to allow faculty member to pursue professional activities which relate to or enhance academic effectiveness
Macomb*					x	
Maricopa			x	x		
Metropolitan (Kansas City)			x	x	x	
Miami Dade			x	x		
Milwaukee*				x		
Minnesota*	x					
Moraine*		x				
Morton*			x			
Nassau*		x	x			
Oakland*				x		
Portland*			x			
Prairie State*	x					
Seattle*	x					
St. Louis			x		x	x

LIMITATIONS ON OUTSIDE EMPLOYMENT
for Full-time Faculty at 32 Urban Community Colleges

	No restrictions	Will not accept any concurrent full-time position	Limit outside activity to the extent necessary to prevent impairment of educational effectiveness	Must not conflict with faculty member's obligation to College	Notification and consent of Administration	Schedule will be arranged to allow faculty member to pursue professional activities which relate to or enhance academic effectiveness
SUNY*[1]						
Thornton*	No policy					
Triton*					x Must have prior written approval	
Wayne County*		x			x (cannot be enforced)	
William Rainey Harper		x			x[2]	

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[1] Every community college in SUNY system sets its own policy.

[2] Very limited--only in special circumstances will consent be given.

Leaves of Absence

The faculty members at Chicago have the most extensive leave policy of the 32 community colleges studied. They are entitled to all the variety of leaves listed below.

Leave	Number of Community Colleges with leave	Percentage
Sick Leave	32	100%
Personal Leave	28	87.5%
Bereavement Leave	27	84.3%
Jury Duty	29	90.6%
Short-term Military	19	59.3%
Professional Meetings	19	59.3%
Maternity	23	71.8%
Sabbatical	28	87.5%
Long-term (active) military	14	43.7%
Paternity	10	31%
Professional Leave[1]	18	56.2%
Special Leave of Absence[2]	12	37.5%

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[1] Leave of absence without pay for advanced study, research, travel, writing.

[2] Leave of absence without pay for extended illness, personal problems, etc.

Sabbaticals

Table 13 shows that Chicago is as liberal as the ten large urban community colleges, the seven community colleges in Illinois, and the 31 urban community college systems with regard to the following three sabbatical provisions: (1) number of years of service before eligibility, (2) salary arrangements, and (3) number of years required in service to the college after the sabbatical. The current Chicago contract stipulates that 5% of the faculty can be on sabbatical each year. In reality sabbaticals at CCC are not automatic, but are contingent on the availability of funds. In fact, no sabbaticals have been granted during the 1975-76 academic year.

Most sabbatical provisions in contracts or faculty policy statements speak of special studies, investigations, research, educational travel, or professional development as purposes for a sabbatical.

In comparing Chicago's sabbatical leave provisions with those of the other community colleges surveyed, four factors were considered: (1) the number of years of continuous service required as a prerequisite for sabbatical leave, (2) salary arrangements on both a full and a half year sabbatical term,

(3) the maximum number of faculty permitted to be on leave each year, and (4) the number of years the faculty member on sabbatical must spend at the institution after the sabbatical.

Like Chicago, six of the ten large community colleges require their faculty to work for six continuous years before they are eligible for sabbatical.

With regard to provisions for pay, six of the community colleges utilize the same formula as Chicago: a half year sabbatical with full pay or one year sabbatical at half pay.

Chicago and six other large community colleges specify that faculty on sabbatical must return to the college for at least one year after their leave.

In allowing a maximum of 5% of its faculty to go on sabbatical each year, Chicago is more liberal than eight of the large colleges surveyed. It is as generous as one college (Cuyahoga) and less generous than one college (Nassau, with 7½% of the faculty).

Neighborhood community colleges in Illinois have various pre-sabbatical requirements. Moraine and Joliet follow Chicago's six-year rule. Morton expects seven years of prior service, and Triton requires only three years of prior service. Prairie State has never established sabbaticals.

Chicago and Thornton provide half pay for a full year sabbatical and full pay for a half year sabbatical. The other community colleges have unique policies. Joliet provides two-thirds pay for a full year sabbatical. Faculty at Morton on a full year's sabbatical receive their base pay minus $3,800, and for a half year sabbatical faculty are entitled to their base pay minus $1,900.

Like Chicago, four of the community colleges have a provision that faculty members must agree in writing that they will return to their college for a period of one year after the expiration of the sabbatical.

In setting 5% as the maximum number of faculty members permitted to be on sabbatical each year, Chicago is more generous than the three colleges that have such a provision: (Joliet - three faculty members, Morton - 3%, and Triton - 3.5%).

Compared with the total group, Chicago is as liberal as the other institutions surveyed. Specifically: 86% that responded require between six and seven years of continuous service before faculty become eligible for sabbatical. With respect to salary arrangement, Chicago is equally generous as 62% of the community colleges. However, in allowing a maximum 5% of their faculty to be on sabbatical each year, Chicago is more liberal than 75% of the community colleges. In 75% of the colleges granting sabbaticals, including Chicago, faculty members are obligated to return to the college for at least one year after the sabbatical leave.

SABBATICAL LEAVE PROVISIONS
at 32 Urban Community Colleges

Table 13

College	Years of Continuous Service	Years Between Leaves	Salary Arrangements: Full year Sabbatical	Salary Arrangements: Half year Sabbatical	Salary Arrangements: Other	Number of Years must return to college	Maximum number of faculty on leave each year
Chicago*[1]	6	6	half pay	full pay		1	5%
Allegheny*	6		60%	50%			No fewer than X number of leaves at each campus system
Baltimore*	7	7	half pay	full pay		1	3%
Central Piedmont	11 consecutive quarters				paid 12 consecutive wks in summer	1	
Charles S. Mott*	7	7	half pay	full pay		1	
Chemeketa*	6[2]						3%
CUNY*	6	6	half pay	full pay		1	
Cuyahoga	6	7	half pay	full pay		1	5%
Denver	7	7	half pay	full pay		1	5%

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* Designates union contract.

[1] Sabbaticals contingent on availability of money.

[2] Chemeketa--6 years employment = 50% salary during sabbatical.
8 years employment = 60% salary during sabbatical.
10 years employment = 75% salary during sabbatical.

Data are for contracts or policies extending through 1976-78.

SABBATICAL LEAVE PROVISIONS
at 32 Urban Community Colleges

Table 13

College	Years of Continuous Service	Years Between Leaves	Salary Arrangements			Number of years must return to college	Maximum number of faculty on leave each year
			Full year Sabbatical	Half year Sabbatical	Other		
Green River*[3]						Twice as long as leave 1 - 2 yrs	6%
Henry Ford*	7		half pay	half pay		1	2%
Joliet*	6		(2/3 pay--not less than $7000)			1	3 faculty members
Los Angeles	7	7	half pay	full pay		1	
Macomb*	7		half pay	full pay			6 faculty members
Maricopa	6		3/4 pay	full pay			3%
Metropolitan (Kansas City)	6		half pay	full pay		2	3%
Miami Dade[4]	7						1%
Milwaukee*	6		60%	60%		1	4 faculty members

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[3] Staff Development Program budget = $25,000 year,
1/2 - 1 year.
No individual shall be compensated from fund for more than 75% salary.

[4] Periods of 4, 6, 8, 10, 12 months,
75% salary--for study purposes,
50% salary--for travel purposes.

page 3

SABBATICAL LEAVE PROVISIONS
at 32 Urban Community Colleges

Table 13

College	Years of Continuous Service	Years Between Leaves	Salary Arrangements			Number of years must return to college	Maximum number of faculty on leave each year
			Full year Sabbatical	Half year Sabbatical	Other		
Minnesota*	6		half pay	half pay		1	limited number
Moraine*	6		half pay	half pay		1	
Morton*	7	7	BAS minus $3800	BAS minus $1900		1	3%
Nassau*	6		half pay	full pay			7½%
Oakland*	3				1-sem.half pay		
	6		half pay	full pay		½-1 year	
Portland*	6				(see [5])		limited #
Prairie State*[6]							
Seattle*	3 tenured yrs.				(see [7]) max. 80%	Twice as long as leave	2.5%
St. Louis	6	7	half pay	full pay		1	4%

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[5] Portland: 1/4 = 100% salary; 1/2 = 75% salary; 3/4 = 50% salary.

[6] Prairie State has never been a sabbatical college; doesn't have the funds.

[7] Based upon length of service at Seattle.

SABBATICAL LEAVE PROVISIONS
at 32 Urban Community Colleges

Table 13

College	Years of Continuous Service	Years Between Leaves	Salary Arrangements Full year Sabbatical	 Half year Sabbatical	 Other	Number of years must return to college	Maximum number of faculty on leave each year
SUNY*	No provision						
Thornton*	7		half pay	full pay		1	
Triton*[8]							3.5%
Wayne County*	7		half pay	full pay		2	2%
William Rainey Harper	No provision						

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[8] Triton:

Years of Service	Length of Leave	Salary
3	1 semester	30%
	1 year	22%
7	1 semester	70%
	1 year	50%
10 or more	1 semester	100%
	1 year	71%
14	1 year	100%.

Fringe Benefits

Number of Days Sick Leave. Of the 32 urban community colleges studied on the issue of sick leave, Chicago, with its 10-day sick leave policy, is stricter than 60% of them (Table 14). Periods of sick leave at the colleges range from 10 to 20 days per year. Most of the seven local colleges surveyed are more liberal than Chicago--only Moraine offers a 10-day sick leave. (William Rainey Harper offers 20 days the first year and 10 days thereafter.) However, Chicago's policy is comparable to most of the big 10 colleges --only four of them provide 12 to 20 days of sick leave.

Personal Leave. Because personal leave for faculty at Chicago is deducted from sick leave, CCC's personal leave policy is not as liberal as those at most of the other community colleges surveyed (Table 14).

The overwhelming majority of community colleges grant personal leave days with "no strings attached." The few community colleges that have systems similar to Chicago's offer between 12 and 20 sick leave days.

Twenty-six of the 32 colleges in this survey have a provision for a certain number of paid personal leave days per year. It is understood that paid personal leave days are provided for legitimate business and for professional and family obligations that cannot be met during the regular teaching schedule. Such obligations include court appearances, scheduled medical examinations, religious holidays, real estate transactions, and graduation exercises.

Chicago is less liberal than four of the ten large community colleges that grant two to ten days of personal leave "without strings." Like Chicago, four colleges deduct personal leave from sick leave, and two colleges have no provision for personal leave.

Regionally, Chicago is more liberal than William Rainey Harper and Triton, which have no provision for personal leave, and less generous than the other schools, which allocate from two to four days for unrestricted personal leave.

Bereavement Leave. In allocating five days of bereavement leave, Chicago is more liberal than the majority of community colleges in this survey. Eighty-four percent of the community colleges have provisions for bereavement leave in their contracts or personnel policies. Bereavement leave is granted for the death of a member of the immediate family (spouse, parent, child, grandparent, sibling, or in-law).

While Chicago and Charles S. Mott grant five days' leave for bereavement, the other large colleges grant from two to three days.

Again, locally, Chicago is more liberal than the seven community colleges that allocate a maximum of three days for bereavement leave.

CCC is more liberal than 27 community colleges, equally liberal as three community colleges that also provide five days of bereavement leave, and less liberal than Chemeketa Community College, which provides seven days for bereavement leave.

Jury Duty. Over 90% of the community colleges in our survey had a provision relating to jury duty. Faculty members do not lose pay when they are called for jury duty on the condition that they remit any compensation given for their services to the administration.

Therefore, Chicago's policy is comparable with all community colleges, the ten large systems, and the seven community colleges in Illinois.

Short Military Leave. Chicago is one of 19 out of 32 community colleges that mention short leaves of absence for temporary active duty with National Guard or Reserve units (Table 14).

A faculty member on short-term military leave is paid his regular salary provided that any compensation paid to him by the military unit is given to the administration. Most colleges have a provision that restricts the length of this leave from 14 to 22 days.

Active Military Leave. Only 14 colleges, including Chicago, have a special provision for leave of absence without pay for extended military service for faculty members called into active duty (Table 15). After the military obligation is fulfilled, the faculty member is entitled to return to his position at the college. Restoration is at the rank held at the beginning of the military leave, plus any advancement in salary steps that the faculty member would have been granted had he been continuously employed.

Paid Leave of Absence to Attend Professional Meetings. Nineteen community colleges, including Chicago, have a provision that allows faculty members to attend professional meetings without loss of pay (Table 14). Some colleges place a limit on the number of days to be allowed for this purpose (8 to 15 days).

In most cases the college provides funds for expenses incurred by faculty members attending authorized professional meetings. Recently, colleges have established a travel or conference fund, allocating a specific number of dollars for each department or each faculty member.

Like Chicago, four of the community colleges in the big ten have provisions for released time for attendance at professional meetings.

Maternity/Paternity/Parental Leaves. As can be seen in

PAID LEAVE OF ABSENCE PROVISIONS
at 32 Urban Community Colleges

Table 14

College	Sick Leave Benefits Days per year	Sick Leave Benefits Maximum Accumulation	Personal Leave	Bereavement	Jury Duty	Military	Professional Meetings	Expenses Reimbursed (Prof.Meetings)
Chicago*	10	unlimited	5 (charged to sick leave)	5	yes	yes	not to exceed 10 days	maximum $100
Allegheny*	10-12		0	2-5	yes	15		
Baltimore*	15	unlimited	3	3	yes		not to exceed 15 days	yes
Central Piedmont		no information	0	yes	yes		one meeting	yes
Charles S. Mott*	10	limited	2	5	yes	14	yes	yes
Chemeketa*	10-12		2	7	yes			
CUNY*	20	160	10 days personal emergencies				yes	yes
Cuyahoga	15	60	6	(charged to personal leave)		yes	yes	
Denver	12½	unlimited	0	5	yes	15	10 days	yes

* Designates union contract.

Bereavement: only for immediate family (spouse, parent, child, grandparent, in-law).
Jury Duty: remittance of any compensation is required.
Military: faculty member is paid basic salary and must remit any sums of money paid as compensation for military duty.
Personal leave: legitimate business, professional and family obligations which cannot be met outside of the regular teaching assignment.
Data are for contracts or policies extending through 1976-78.

PAID LEAVE OF ABSENCE PROVISIONS
at 32 Urban Community Colleges

Table 14

College	Sick Leave Benefits		Personal Leave	Bereavement	Jury Duty	Military	Professional Meetings	Expenses Reimbursed (Prof.Meetings)
	Days per year	Maximum Accumulation						
Green River*	20		5 (charged to sick leave)	5 (charged to sick leave)	yes	15		
Henry Ford*	10	101	5	0	yes	14		
Joliet*	15	195	3	(charged to sick leave)	yes		yes	
Los Angeles	10		6 (deducted from accumulated sick leave)	3	yes	22		
Macomb*	10-12		5	5	yes		8 days	
Maricopa	10-13		0	5 (charged to sick leave)	yes	15	yes	
Metropolitan (Kansas City)	10	unlimited	3	10 (charged to sick leave)	yes			
Miami Dade	10-12		2 (charged to sick leave)	2 (charged to sick leave)	yes	yes	5 days	
Milwaukee*	15	150	←(charged to sick leave)→			22		

PAID LEAVE OF ABSENCE PROVISIONS
at 32 Urban Community Colleges

Table 14

College	Sick Leave Benefits Days per year	 Maximum Accumulation	Personal Leave	Bereavement	Jury Duty	Military	Professional Meetings	Expenses Reimbursed (Prof.Meetings)
Minnesota*	10		2	5 (charged to sick leave)	yes	yes	yes	
Moraine*	10-12	150	yes[1]	3	yes		yes	yes
Morton*	15	unlimited	4		yes		yes	
Nassau*	10-12	160	3			yes		
Oakland*	10		2	reasonable amount of time	yes	10 days	10 days	
Portland*	10		0	3	yes	15		
Prairie State*	16 first year 12 thereafter	180	2	3	yes			
Seattle*	15		3		yes			
St. Louis	12	100	3 (charged to sick leave)	3		10		
SUNY*	17-21		(charged to sick leave)		yes		yes	
Thornton*	16 first year 12 thereafter	180	2				yes	yes

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[1] Grant and duration up to Administration for good and sufficient cause.

PAID LEAVE OF ABSENCE PROVISIONS
at 32 Urban Community Colleges

College	Sick Leave Benefits Days per year	Sick Leave Benefits Maximum Accumulation	Personal Leave	Bereavement	Jury Duty	Military	Professional Meetings	Expenses Reimbursed (Prof.Meetings)
Triton*	18 in '76-'77 20 in '77-'78	160 170	0	3	yes	14	yes	yes
Wayne County*	15 (10 mo.)	120	4	yes (charged to sick leave)	yes	14		
William Rainey Harper	20 first year 10 thereafter		no	yes	yes	15	yes	yes

Table 15, Chicago is one of 30 community colleges (90% of community colleges surveyed) that specifically mention maternity or paternity or parental leave. Most community college contracts or policies stipulate that if the faculty member returns within the specified period of time, no loss of seniority or rank or salary shall be incurred.

Chicago offers two years for this particular leave, whereas the other colleges in the big ten category offer between one and one and one-half years.

Locally, Morton, Prairie State, and Thornton also allow their faculties two years for maternity or paternity leave, whereas Triton, William Rainey Harper, Moraine, and Joliet allocate only one year.

Of the 30 community colleges with provision for maternity or paternity leave, Chicago and seven others permit two years, whereas the remaining 22 only allow a year or a year and a half.

Special Leaves of Absence Without Pay. Of the 32 urban institutions studied, Chicago and 12 others grant special leaves of absence without pay, either for extended illness or personal problems (Table 15). Eight of the 12 grant longer leaves of absence than Chicago, which allows five months plus five months' extension.

In the group of 10 large urban community colleges, Chicago and five others permit faculty members to take special leaves of absence without pay. The five allow one to three years.

Locally, Triton and Thornton offer special leaves of absence without pay for one year.

Professional Leaves without Pay. Chicago and 18 other community colleges (56%) allow a faculty member to take a leave of absence without pay for a year, with a possible one-year extension (some stipulate this person must have tenure). This kind of leave is offered to allow faculty members to do research, to write, or to participate in exchange teaching or advanced study. The experience usually must be related to one's field of teaching and is designed to enhance one's professional competence.

Locally, Thornton and Joliet, following the Chicago practice, offer a professional leave of absence without pay, while the other five community colleges do not mention this alternative as a possibility.

Like Chicago, eight of the ten large community colleges studied have this provision.

UNPAID LEAVE OF ABSENCE PROVISIONS
at 32 Urban Community Colleges

Table 15

College	Maternity	Paternity	Parental	Professional Leaves & Extension	Special Leaves of Absence	Active Military Service
Chicago*	2 years	1 year + 1 renewable		1 year + 1 additional	5 mo. + possible 5 mo. extension	yes
Allegheny*	1 year			yes		yes
Baltimore*			2 yrs. max.	1 year + 1 additional	1 year	yes
Central Piedmont	yes			yes		yes
Charles S. Mott*	18 mo.				3 years	yes
Chemeketa*	1 year				2 years	
CUNY*			1 sem.+ possible 1 year extension	yes		
Cuyahoga	yes	yes				
Denver	1 year			yes		
Green River*	reasonable period			1 year		yes
Henry Ford*	2 years			1 year (must have tenure)		
Joliet*	1 year			1 year		yes

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* Designates union contract.

Professional leaves: for advanced study, research or writing, exchange teaching, travel.

Special Leaves of Absence: extended illness, personal problems, etc.

Data are for contracts or policies extending through 1976-78.

UNPAID LEAVE OF ABSENCE PROVISIONS
at 32 Urban Community Colleges

Table 15

College	Maternity	Paternity	Parental	Professional Leaves & Extension	Special Leaves of Absence	Active Military Service
Los Angeles	yes reasonable period			yes	yes	
Macomb*	1 year + 1 extension			1 year		yes
Maricopa						
Metropolitan	1 year + 1 extension			1 year + 1 additional	1 sem. + 1	
Miami Dade	1 year			1 year + 1 additional	1 year	
Milwaukee*	1 year					
Minnesota*	9 mo. + 6 mo. extension					
Moraine*			1 year			
Morton*	1 year + 1 extension					yes
Nassau*			1 year	yes		
Oakland*						
Portland*[1]	yes			yes	yes	
Prairie State*	2 years					

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[1] Conditions mutually agreed upon in writing.

UNPAID LEAVE OF ABSENCE PROVISIONS
at 32 Urban Community Colleges

Table 15

College	Maternity	Paternity	Parental	Professional Leaves & Extension	Special Leaves of Absence	Active Military Service
Seattle*	1 year			yes		yes
St. Louis	1 year			1 year	1 year	yes
SUNY*	yes			yes	yes	
Thornton*			1 yr + 1 possible extension	yes	1 year	yes
Triton*			1 year		1 year	yes
Wayne County*			1 year		yes	yes
William Rainey Harper	yes	no				

Insurance. Chicago offers four different kinds of insurance plans to faculty members: health, life, dental, and vision.

Tables 16-19 provide greater detail on the plans--specifically, the amount and extent of coverage and percentage of premium paid by the college.

Like Chicago, all ten large community colleges offer health insurance and life insurance. At Nassau and Portland, life insurance plans are optional and are selected and completely paid for by employees. Five of the ten large community colleges offer dental insurance, as does Chicago. Of the large community colleges, only CUNY and Chicago offer vision insurance.

In Illinois, all seven community colleges provide health insurance and life insurance for faculty members. Only three colleges have dental plans, and none offer vision insurance.

All 32 community colleges studied have health insurance coverage for faculty members, ranging from $25,000 to $250,000. Most of the colleges pay 100% of the health insurance premium. Life insurance plans are offered at the overwhelming majority of community colleges. The amount of life insurance ranges from $5,000 to $75,000. Again most colleges completely pay for the plan. Chicago and 14 other community colleges offer dental insurance to members of the faculty. Seventeen do not have dental insurance plans. Of the 32 community colleges in our survey, vision insurance, the most recent innovative insurance plan, is offered only at Chicago, Baltimore, CUNY, Metropolitan, and Wayne County community colleges.

HEALTH INSURANCE COVERAGE
at 32 Urban Community Colleges

Table 16

College	Type of Insurance	Amount	Plan Coverage Faculty	Plan Coverage Dependents	Dependent Coverage Paid by Employee	Percentage Paid by College
Chicago*	Group Health		x	x		100%
	M/M	50,000				
Allegheny*	B/C-B/S					90%
	M/M	250,000				100%
Baltimore*	B/C-B/S M/M					
Central Piedmont	Group Hospital		x		x	100%
Charles S. Mott*	B/C-B/S		x			100%
Chemeketa*	Hospital-medical					99%
	M/M	250,000	x	x		
CUNY*	Choice BC/GHI-E GHI-HIP		x		x	100%
Cuyahoga	M/M, B/C-B/S					100%
Denver	Group Health-Life		x		x	100%
Green River*	Group Health Life-Accident		x	x		$35 per mo. for each faculty member
Henry Ford*	Hospital-Surgical medical benefits		x		x	monthly contribution
Joliet*	B/C-B/S	100,000	x			
	M/M		x	x		100%

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* Designates union contract.
B/C, Blue Cross; B/S, Blue Shield; M/M, Major Medical.
Data are for contracts or policies extending through 1976-78.

HEALTH INSURANCE COVERAGE
at 32 Urban Community Colleges

College	Type of Insurance	Amount	Plan Coverage		Dependent Coverage Paid by Employee	Percentage Paid by College
			Faculty	Dependents		
Los Angeles	Health & Medical Program		x	x		100%
Macomb*	B/C-B/S Comprehensive Hosp.					
Maricopa	Hospitalization M/M		x			100%
Metropolitan (Kansas City)	B/C-B/S M/M	50,000	x		x	100%
Miami Dade	Group Plan		x		x	100%
Milwaukee*	M/M	50,000	x	x		100%
Minnesota*	Health Insurance		x	x		
Moraine*	Group Insurance		x			100%
Morton*	Hospitalization M/M		x			100%
Nassau*	3 health plans					100%
Oakland*	B/C-B/S		x	x		100%
Portland*	Health Insurance and B/C	250,000	x			100%
Prairie State*	B/C-B/S M/M		x		x	75% or $600 whichever is greater
Seattle*	2 group health plans		x		x	Board contributes $35 toward plan

HEALTH INSURANCE COVERAGE
at 32 Urban Community Colleges

Table 16

College	Type of Insurance	Amount	Plan Coverage Faculty	Plan Coverage Dependents	Dependent Coverage Paid by Employee	Percentage Paid by College
St. Louis	M/M	50,000	x		x	90%
SUNY*	Health insurance for State employees					
Thornton*	GHI		x		x	100% (and Board pays $75 dependent coverage)
Triton*	M/M Health Insurance	100,000	x x	x x		80% 100%
Wayne County*	B/C-B/S		x	x		100%
Wm. Rainey Harper	M/M	25,000	x		x	100%

LIFE INSURANCE COVERAGE
at 32 Urban Community Colleges

Table 17

College	Amount of Insurance	Relative to BAS	Percentage paid by college
Chicago*	50,000 (max)	1 3/4 x BAS	100%
Allegheny*	20,000 (min) 40,000 (max)	2 x BAS	100%
Baltimore*		1 x BAS to nearest thousand	100% (paid by City)
Central Piedmont			
Charles S. Mott*	30,000		100%
Chemeketa*	30,000 (max)	1 1/2 x BAS	99%
CUNY*	15,000		100%
Cuyahoga	75,000	2 1/2 x BAS	100%
Denver	(Combined life-health-long term disability)		100%
Green River*	(Combined life-health-long term disability)		
Henry Ford*	15,000		100%
Joliet*	20,000		100%
Los Angeles	10,000		100%
Macomb*		2 x BAS	100%
Maricopa	12,000		100%

BAS, Base Annual Salary.
* Designates union contract.
Data are for contracts or policies extending through 1976-78.

LIFE INSURANCE COVERAGE
at 32 Urban Community Colleges

Table 17

College	Amount of Insurance	Relative to BAS	Percentage paid by college
Metropolitan (Kansas City)	15,000		100%
Miami Dade		2 x BAS	50%
Milwaukee*		1 x BAS to next higher thousand	100%
Minnesota*	5,000 10,000 after 5 years		100%
Moraine*		1 x BAS to nearest thousand	100%
Morton*	15,000		100%
Nassau*	(optional plan--selected and completely paid for by employees)		
Oakland*	10,000-50,000 (depends on salary classification)		100%
Portland*[1]			
Prairie State*	10,000		100%
Seattle*[2]			
St. Louis	50,000 (max)	1/4-4 x BAS[3]	90%
SUNY*			
Thornton*	10,000		

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[1] Available through payroll deduction at option of employee.

[2] Has a Health & Life Insurance Program; Board contributes $35 to the plan.

[3] Relates to age and salary.

LIFE INSURANCE COVERAGE
at 32 Urban Community Colleges

College	Amount of Insurance	Relative to BAS	Percentage paid by college
Triton*		2 x BAS	100%
Wayne County*		2 x BAS to nearest multiple of 1,000	necessary premiums
William Rainey Harper		1½ x BAS to nearest multiple of 1,000	100%

DENTAL INSURANCE COVERAGE
at 32 Urban Community Colleges

Table 18

College	Paid by College	Plan Coverage Faculty	 Dependents	Dependent coverage paid by employee	No Plan
Chicago*		yes		yes	
Allegheny*					none
Baltimore*					none
Central Piedmont					none
Charles S. Mott*					none
Chemeketa*		yes			
CUNY*		yes			
Cuyahoga					none
Denver					none
Green River*					none
Henry Ford*					none
Joliet*[1]	100%	yes		yes	
Los Angeles		yes	yes		
Macomb*		yes	yes		
Maricopa					none
Metropolitan (Kansas City)		yes		yes	

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[1] $50 deductible--up to $1,000 per year.

* Designates union contract.

Data are for contracts or policies extending through 1976-78.

page 2

DENTAL INSURANCE COVERAGE
at 32 Urban Community Colleges

Table 18

College	Paid by College	Plan Coverage		Dependent coverage paid by employee	No Plan
		Faculty	Dependents		
Miami Dade					none
Milwaukee*					none
Minnesota*					none
Moraine*					none
Morton*					none
Nassau*	$100 per employee	yes			
Oakland*		yes	yes	yes	
Portland*					none
Prairie State*					none
Seattle*		yes			
St. Louis[2]	90%	yes		yes	
SUNY*[3]		yes			
Thornton*	$3 per month per employee	yes		yes	
Triton*					none
Wayne County*	100%	yes	yes		
William Rainey Harper[4]		yes			

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[2] $25 deductible.
[3] State dental plan.
[4] premiums paid by employee.

VISION INSURANCE
at 5 Urban Community Colleges

Table 19

Chicago*

Baltimore*

CUNY*

Metropolitan
(Kansas City)

Wayne County*

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* Designates union contract.

Data are for contracts or policies extending through 1976-78.

COLLEDGE FACULTIES WITH BARGAINING AGENTS

Appendix A

By "Campus" Count

	Institutions						
	Public		Private		Total		
	4 yr.	2 yr.	4 yr.	2 yr.	4 yr.	2 yr.	All
AAUP	15	3	20	1	35	4	39
NEA	40	147	10	4	50	151	201
AAUP-NEA	10	7	0	0	10	7	17
AAUP-AFT	1	0	0	0	1	0	1
AFT (AFL-CIO)	19	83	10	4	29	87	116
NEA-AFT	33	25	6	0	39	25	64
INDEPENDENT	3	30	9	1	12	31	43
TOTAL	121	295	55	10	176	305	481

By "Institution" Count**

	Institutions						
	Public		Private		Total		
	4 yr.	2 yr.	4 yr.	2 yr.	4 yr.	2 yr.	All
AAUP	13	3	17	1	30	4	34
NEA	18	88	10	3	28	91	119
AAUP-NEA	2	1	0	0	2	1	3
AAUP-AFT	1	0	0	0	1	0	1
AFT (AFL-CIO)	10	47	10	4	20	51	71
NEA-AFT	3	13	4	0	7	13	20
INDEPENDENT	3	27	9	1	12	28	40
TOTAL	50	179	50	9	100	188	288

** Multi-campus institutions counted once except for the City and State University of New York and the University of Hawaii, which have been counted once under both two- and four-year institutions.

Source: Academic Collective Bargaining Information Service, Washington, D.C.
Special Report #12 Update February, 1976.

FACULTY UNIONIZATION IN PUBLIC INSTITUTIONS

An asterisk (*) indicates states that have collective bargaining laws applying to all of higher education. A dagger (+) indicates states with laws applying only to two-year colleges.

Unionization that has taken place at public institutions in the other states was done without benefit of legislation.

	4-year	2-year	Total
*Alaska	0	9	9
+California	0	0	0
*Connecticut	0	4	4
*Delaware	1	3	4
District of Columbia	0	1	1
*Florida	0	3	3
*Hawaii	2	7	9
Illinois	0	20	20
*Iowa	0	6	6
*Kansas	1	8	9
*Maine	0	4	4
Maryland	1	1	2
*Massachusetts	11	15	26
*Michigan	9	26	35
*Minnesota	7	18	25
*Montana	3	2	5
*Nebraska	4	0	4
*New Hampshire	0	0	0
*New Jersey	13	13	26
*New York	36	41	77
Ohio	3	0	3
*Oregon	1	7	8
*Pennsylvania	16	10	26
*Rhode Island	2	1	3
*South Dakota	0	0	0
*Vermont	3	1	4
+Washington	1	27	28
+Wisconsin	1	16	17
Total	115	243	358

Source: A Chronicle of Higher Education Handbook: Faculty Collective Bargaining 1976, p. 53.

PROFILE OF 32 COMMUNITY COLLEGES SURVEYED

College	City	Enrollment[1] Headcount	Full-time	Number of Campuses
Chicago*	Chicago	105,409	46,801	9
Allegheny*	Pittsburgh	19,012	11,100	4
Baltimore*	Baltimore	9,656	3,596	2
Central Piedmont	Charlott, NC	21,540	5,753	1
Charles S. Mott*	Flint, MI	26,000	5,500	1
Chemeketa*	Salem, OR	5,384	2,889	1
CUNY*	New York, NY	78,000	48,618	8
Cuyahoga	Cleveland	27,610	9,485	3
Denver	Denver	14,292	6,794	3
Green River*	Auburn, WA	6,456	2,893	1
Henry Ford*	Dearborn, MI	14,397	3,684	1
Joliet*	Joliet, ILL	7,176	3,099	1
Los Angeles	Los Angeles	134,440	47,786	9
Macomb*	Warren, MI	24,713	7,461	2
Maricopa	Phoenix	50,766	21,053	5
Metropolitan	Kansas City	13,676	5,454	1
Miami Dade	Miami	37,669	18,148	4
Milwaukee Tech.*	Milwaukee	20,498	5,095	5
Minnesota State*	St. Paul	25,150	16,736	18
Moraine*	Palos Hills, ILL	9,668	3,000	1
Morton*	Cicero, ILL	8,000	2,000	1
Nassau*	Garden City, NY	17,555	10,144	1
Oakland*	Bloomfield Hills, MI	18,873	5,164	4
Portland*	Portland, OR	17,430	7,765	1

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* Designates union contract.

[1] Fall 1975 enrollment figures.

College	City	Enrollment Headcount	Enrollment Full-time	Number of Campuses
Prairie State*	Chicago Heights	5,144	1,768	1
Seattle*	Seattle	16,192	6,020	3
St. Louis	St. Louis	28,389	11,708	3
SUNY*	Albany	29,427	21,107	6
Thornton*	South Holland, ILL	8,502	3,186	1
Triton*	River Grove, ILL	18,874	5,346	1
Wayne County*	Detroit	15,450	13,836	1
William Rainey Harper	Palatine, ILL	13,463	4,455	1

Appendix D

CITY COLLEGES OF CHICAGO
academic year (36 weeks) salary schedule for FULL-TIME FACULTY MEMBERS

(Effective beginning Fall Semester 1976)

Step	Lane 1	Lane II	Lane III	Lane IV
C	11,290	12,690	14,350	16,150
B	11,640	13,040	14,800	16,600
A	11,990	13,450	15,250	17,050
1	12,340	13,900	15,700	17,540
2	12,690	14,350	16,150	18,040
3	13,040	14,800	16,600	18,540
4	13,450	15,250	17,050	19,040
5	13,900	15,700	17,540	19,540
6	14,350	16,150	18,040	20,040
7	14,800	16,600	18,540	20,540
8	15,250	17,050	19,040	21,040
9	15,700	17,540	19,540	21,540
10	16,150	18,040	20,040	22,040
11	16,600	18,540	20,540	22,540
12	17,050	19,040	21,040	23,040
13	17,540	19,540	21,540	23,540
14	18,040	20,040	22,040	24,040
15	18,540	20,540	22,540	24,540
16	19,040	21,040	23,040	25,040
17	19,540	21,540	23,540	25,540
18	20,040	22,040	24,040	26,040
19	20,540	22,540	24,540	26,540
20	21,040	23,040	25,040	27,040
21	-	23,540	25,540	27,540
22	-	24,040	26,040	28,040

A faculty member will be advanced to a higher lane if he meets the criteria set forth below for each lane:

Lane II--A master's degree plus fifteen (15) semester hours of graduate credit and the achievement of tenure in the City Colleges of Chicago, except that faculty members in active service status in Lane I prior to September 1, 1971, shall not be required to earn any credit hours but shall be automatically advanced to Lane II upon the achievement of tenure in the City Colleges of Chicago.

Lane III--Earned doctorate degree (Ph.D. or Ed.D.) or master's degree plus thirty (30) semester hours of graduate credit, and, in either case, seven (7) years of college teaching experience, which shall include four (4) years of continuous teaching service in the City Colleges of Chicago in Lane II.

Lane IV--Earned doctorate degree (Ph.D. or Ed.D.) or master's degree plus sixty (60) semester hours of graduate credit, and, in either case, eleven (11) years of college teaching experience which shall include four (4) years of continuous teaching service in the City Colleges of Chicago in Lane III.

Source: 1975-1977 Agreement Between The Board of Trustees of Community College District No. 508, County of Cook and State of Illinois, and The Cook County College Teachers Union, Local 1600, AFT, AFL-CIO Chicago, Illinois.

32 INSTITUTIONS IN THIS SURVEY

City Colleges of Chicago*
Community College of Allegheny County*
Community College of Baltimore*
Central Piedmont Community College
Charles Stewart Mott Community College*
Chemeketa Community College*
City University of New York*
Cuyahoga Community College
Community College of Denver
Green River Community College*
Henry Ford Community College*
Joliet Junior College*
Los Angeles Community College District
Macomb County Community College*
Maricopa County Community College District
The Metropolitan Community Colleges
Miami Dade Community College
Milwaukee Area Technical College*
Minnesota Community College System*
Moraine Valley Community College*
Morton College*
Nassau Community College*
Oakland Community College*
Portland Community College*
Prairie State College*
Seattle Central Community College*
St. Louis County Junior College District
State University of New York*
Thornton Community College*
Triton College*
Wayne County Community College*
William Rainey Harper College

* Designates union contract.

10 LARGE URBAN INSTITUTIONS

Community College of Allegheny County*

Charles Stewart Mott Community College*

Cuyahoga Community College

City University of New York*

Los Angeles Community College District

Miami Dade Community College

Nassau Community College*

Portland Community College*

Seattle Central Community College*

St. Louis County Junior College District

* Designates union contract.

Appendix E-3

7 COMMUNITY COLLEGES IN ILLINOIS

Joliet Junior College*

Moraine Valley Community College*

Morton College*

Prairie State College*

Thornton Community College*

Triton College*

William Rainey Harper College

* Designates union contract.

SCOPE OF COLLECTIVE BARGAINING AGREEMENTS at 23 Urban Community Colleges

Appendix E-4

		Duration of Contract			Employees Covered								
College	Union	Start	End	Years	Teaching Faculty	Counselors	Librarians	Dept. Heads	Coordinators	Research Asst.	Lab Audio-Visual Technicians	Coaches	Part-Time
Chicago	AFT Local 1600	7/75	Fall-77	2	x	x	x	x	x		x		
Allegheny	AFT Local 2067	9/74	8/77	3	x	x	x	x			x	x	
Baltimore	AFT Local 1980	7/75	6/76	1	x	(includes all full-time educational personnel who do not receive an administrative or supervisory differential and whose duties include teaching, counseling, or library service more than 50% of their time)							
Charles S. Mott	Mott CC Educ.Asso.	8/75	8/77	2	x	x			x				x
Chemeketa	NEA	7/75	6/77	2	x								
CUNY	Prof.Staff Congress	9/75	8/77	2	x	x	x	x		x			x
Green River	AFT Local 2195	12/75	8/77	1-3/4	x	x	x				x		
Henry Ford	AFT Local 1650	9/75	8/76	1	x	x	x	x					
Joliet	AFT Local 604	8/75	8/77	2	x	x	x						
Macomb	Independent agent	8/74	8/77	3	x	x	x			x			
Milwaukee	AFT Local 212	7/75	6/77	2	x								50%

Data are for contracts or policies extending through 1976-78.

SCOPE OF COLLECTIVE BARGAINING AGREEMENTS
at 23 Urban Community Colleges

Appendix E-4

		Duration of Contract			Employees Covered								
College	Union	Start	End	Years	Teaching Faculty	Counselors	Librarians	Dept. Heads	Coordinators	Research Asst.	Lab Audio-Visual Technicians	Coaches	Part-Time
Minnesota	Minn. CC Faculty Association	7/75	7/77	2	x	x	x						
Moraine	AFT	7/74	6/76	2	x	x	x		x		x		
Morton	AFT Local 571				x	x	x	x					
Nassau	AFT Local 3150	9/74	8/76	2	x	x	x						
Oakland		9/75	8/77	2	x	x	x						
Portland	AFT Local 2277	7/75	6/77	2	x	x	x						
Prairie State	AFT Local 1600	75	77	2	x		x	x	x				
SUNY	Senate Prof.Assoc.	6/74	6/76	2	(includes all academic and nonacademic professional employees)								
Seattle	AFT	10/74	8/76	2	x	x	x	x (whose tasks are instructional)					
Thornton	AFT	75	77	2	x	x	x		x				
Triton	Independent agent	75	78	3	x	x	x	x					
Wayne County	AFT Local 2000	9/75	8/78	3	x	x	x					x	x

FULL-TIME SALARY SCHEDULE
According to Faculty Rank
at 9 Urban Community Colleges

Appendix F-1

College	# of Steps	Assistant Instructor	Instructor	Assistant Professor	Associate Professor	Professor
Allegheny*	(10 mo.)	8,000	9,000	10,000	11,500	14,000
	(12 mo.)	10,000	11,000	12,500	14,375	17,500
Baltimore*[1]	15	7,724	10,352-16,341	11,245- 9,080	13,138-22,700	16,081-27,320
CUNY* 1974			13,550-19,350	14,680-23,030	19,280-28,030	23,950-33,475
Miami Dade			11,553-14,000	13,186-17,732	14,936-20,319	16,693-22,958
Moraine*	8	7,155-9,936	10,010-11,801	11,577-14,086	13,314-16,794	15,312-19,990
Nassau*[2]	10		13,208-17,832	15,423-21,663	18,543-26,520	23,400-32,526
Oakland*	10		11,259-16,233	12,901-20,487	14,802-23,582	17,003-25,902
SUNY*[3]						
William Rainey Harper		9,750-15,900	11,000-18,250	12,880-21,000	14,800-24,340	17,000-27,700

* Designates union contract.

[1] Baltimore - add 20% to salaries for 12 month faculty.

[2] Nassau - salaries of advanced study: faculty members excluding full Prof with MA+30 = $400 stipend
faculty members excluding full prof with Ph.D = $650 stipend.

[3] SUNY - Salary schedules differ at each SUNY campus.

Data are for contracts or policies extending through 1976-78.

FULL-TIME SALARY SCHEDULE
According to Graduate Degrees
at 19 Urban Community Colleges

Appendix F-2

College	# Steps	BA	BA + 15	MA	MA + 15	MA + 30	MA + 45	MA + 60	PhD
						(or PhD)		(or PhD)	
Chicago*	25			11,290	12,690	14,350		16,150	
				21,040	24,040	26,040		28,040	
					+4 yr C.T.[1]	+8 yr C.T.		+12 yr C.T.	
Central Piedmont	20	6,030		8,154		8,235	11,502	11,855	13,005
		7,569		11,061		11,142	17,316	17,469	18,819
Charles Stewart Mott*		10,605	11,045	11,485	11,925	12,365	12,805	13,245	13,685
		19,130	19,570	20,010	20,450	20,890	21,330	21,770	22,216
Chemeketa*	10	9,745		11,621			13,261		
		14,482		17,271			19,709		
Cuyahoga	13	8,937	9,417	10,313	10,824	11,345	11,880		12,968
		15,109	16,038	18,008	19,025	20,069	20,944		22,986
Denver		8,400		8,900					9,400
		13,900		14,900					15,900
Henry Ford*	12		9,749	11,093		11,520			12,025
			17,358	19,822		20,290			21,505
Joliet*	16	11,764		12,436	12,959	13,588	14,226	14,730	15,513
		16,688		20,484	21,008	21,646	22,284	22,788	23,571
Los Angeles	12	11,680		12,300	12,930		13,620	14,330	Add
		16,810		17,630	18,510		20,180	22,950	500
Maricopa	13			10,037	10,487	10,937	11,387	11,837	12,747
				19,176	19,626	20,076	20,526	20,976	21,886

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* Designates union contract.

[1] College Teaching.

Data are for contracts or policies extending through 1976-78.

FULL-TIME SALARY SCHEDULE
According to Graduate Degrees
at 19 Urban Community Colleges

College	# Steps	BA	BA + 15	MA	MA + 15	MA + 30	MA + 45	MA + 60	PhD
Metropolitan (Kansas City)	18	9,403 19,281		10,565 20,443	11,727 21,605		12,889 22,768		14,051 23,930
Milwaukee*	14	12,490 19,770	13,050 20,890	13,610 21,450	14,170	22,010	14,730		Add 850
Minnesota*	12	8,503 16,036		10,146 18,370		10,725 19,195			11,324 20,048
Morton*	15	9,698 15,241	10,029 16,075	10,691 17,722	11,022 18,634	11,352 19,543	11,683 20,454		12,014 21,364
Prairie State*	17	10,595 15,285		11,315 18,635			11,815 19,775	12,315 20,755	13,815 23,375
Seattle*	18	10,148 14,335		10,529 15,857	10,909 16,238	11,290 16,618	11,671 17,380	12,051 17,760	Stipend of 600
Thornton*	16	9,467 15,800		10,100 17,067	10,734 18,334	11,367 19,600	12,000 20,234	12,634 20,868	13,264 21,500
Triton*	16	10,389 16,103		11,544 17,893		12,698 20,952		13,852 23,550	15,007 26,262
Wayne County*				10,956 17,306		11,716 20,351			12,478 23,608

FACULTY OVERLOAD RENUMERATION[1]
at 32 Urban Community Colleges

Appendix G

Basis of Payment

College	Hourly Rate	Semester Hour Rate	Pro Rata	Other
Chicago*		($353-876 per credit hour)	3/4 base pay rate	
Allegheny*		$235 per credit hour		
Baltimore*		$300 per credit hour		
Central Piedmont		no provision		Depends on qualifications of instructor
Charles S. Mott*		$250 per credit hour		
Chemeketa*		($ 207 - 419 per credit hour)	1/47 of regular salary for each credit hour in excess of 47	
CUNY*	$22-32 per contact hr.[2]	($330-480 per credit hr.)		
Cuyahoga		($129-202 per credit hr.)		
Denver	$9-13 per contact hr.	($162-234 per contact hr.)		
Green River*	$10.45-17.54[3]	($188-316 per credit hr.)		

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[1] In order to compare pay rates for faculty overload, it was necessary to convert all responses into an overload rate per credit hr. (contact hr.) per semester. Converted figures are in the parentheses. Also, since most institutions establish their overload renumeration scale by # years of teaching experience & qualifications of the instructor, we have given the maximum & minimum figures for overload pay.

[2] Instructor=$22-24; Asst. Prof.= $25-26; Assoc. Prof.=$27-29; Professor=$30-32.

[3]

	Lab	Lecture
B.A.	$10.45-13.81	$12.69-16.05
M.A.	$11.20-14.55	$13.44-16.79
Ph.D.	$11.95-15.30	$14.20-17.54

Data are for contracts or policies extending through 1976-78.

FACULTY OVERLOAD RENUMERATION
at 32 Urban Community Colleges

	Basis of Payment			
College	Hourly Rate	Semester Hour Rate	Pro Rata	Other
Henry Ford*			1/70 of monthly college contract salary	
Joliet*		1-4 yrs exp: $245.25 5-10 yrs exp: $256.15 11 or more yrs exp: $277.95		
Los Angeles				No overtime
Macomb*		($247-483)	1/45 of BAS[4] per credit hr.	
Maricopa				No provision
Metropolitan (Kansas City)	$12.62	($227 per credit hr.)		
Miami Dade		$550-800 for a 3-credit hr. course ($183-267 per credit hr.)		
Milwaukee*	time and a half			
Minnesota*			1/36 of BAS for each week	
Moraine*		($192-535)	3/4 BAS per credit hr.	

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[4] Base Annual Salary

FACULTY OVERLOAD RENUMERATION
at 32 Urban Community Colleges

	Basis of Payment			
College	Hourly Rate	Semester Hour Rate	Pro Rata	Other
Morton*		($187-289 per credit hr.)[5]		
Nassau*		($210-350)		Prevailing adjunct rate[6]
Oakland*				Prevailing adjunct rate
Portland*		$157 per credit hour		
Prairie State*		0-4 yrs. exp. $220 5-9 yes. exp. $230 10-15 yrs. exp. $240		
Seattle*				"Overload is not a consideration in the union contract."
St. Louis		$225 per credit hour		
SUNY*[7]				

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[5] B.A. = $187-221; M.A. = $221-255; Ph.D. = $255-289.

[6]

Rank	# Yrs. Service	Rate per Credit Hour
Instructor	0-4	$210
Asst. Prof.	5-9	$240
Assoc. Prof.	10-15	$285
Professor	15 +	$350

[7] Every community college in the SUNY system has its own individual overload rate.

FACULTY OVERLOAD RENUMERATION at 32 Urban Community Colleges

Basis of Payment

College	Hourly Rate	Semester Hour Rate	Pro Rata	Other
Thornton*[8]		($268-437 per credit hr.)		Depends on rank and experience
Triton*		($208-525)	1/50 of BAS for each hour overload	
Wayne County*	$11-24 per hour	($198-432 per credit hr.)		
William Rainey Harper		$600-900 for a 3-credit hr. course ($200-300 per credit hr.)		

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[8] Salary scale for a 3-credit hour course:

B.A.	$805-$1008
M.A.	$856-$1058
M.A.+30	$957-$1160
M.A.+60	$1058-$1261
Ph.D.	$1109-$1311

FACULTY SUBSTITUTION RATES
at 32 Urban Community Colleges

Appendix H

College	Compensation Basis	Rate of Payment	Other
Chicago*	pro rata	75% of regular base rate of pay [1]	Substitutes employed after one class session missed by absent teacher
Allegheny*	overage rate	$13	Following 8 consecutive days of absence covered by collegial cooperation
Baltimore*	per day	$30-60	Short absences covered by collegial cooperation
Central Piedmont	N/P		
Charles S. Mott*	Contact hour	$14	
CUNY*	N/P		Short absences covered by collegial cooperation
Cuyahoga	hourly	$11	
Denver	hourly	$9-13	
Green River*	hourly	$10.45-17.54	
Henry Ford*		extra contractual rate	
Joliet*	contact hour	$10	

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* Designates union contract.

Abbreviations: N/P, no provision; N/D, not discussed.

[1] $19.60 (minimum)-$48.68 (maximum).

Data are for contracts or policies extending through 1976-78.

FACULTY SUBSTITUTION RATES
at 32 Urban Community Colleges

College	Compensation Basis	Rate of Payment	Other
Los Angeles[2]	hourly	$12.11	
Macomb*	contact hour	$13	
Maricopa	hourly	$8	
Metropolitan (Kansas City)	class hour	$15.625	
Miami Dade	hourly	$7.50	
Milwaukee*	class hour	$6 1-10 days $8.50 10 or more days	
Minnesota*	pro rata	Usually bring in substitutes at $36 per day. If situation dictates it, faculty help out and adjustments on a pro rata basis are made.	
Moraine*	hourly	$13.40	Substitute beyond 2 weeks; paid overload formula of their salary
Morton*	hourly	$10	
Nassau*		prevailing substitute rate	
Oakland*		No compensation, first 10 days. After 10 consecutive days: overload rate.	
Portland*		No specific pay scale[3]	

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[2] Usually short absences (1 day or 1 class) are covered by collegial cooperation.

[3] Contract stipulates that terms be mutually agreeable between substitute and administration.

FACULTY SUBSTITUTION RATES
at 32 Urban Community Colleges

College	Compensation Basis	Rate of Payment	Other
Prairie State*	pro rata		Individually negotiated; flexible
Seattle*	N/P		
St. Louis	pro rata		Handled on a per session/individual basis.
SUNY*			Each Community College in the SUNY system has its own policy.
Thornton*	credit hour	$15 first week (thereafter: paid pro rata on basis of Additional Salary Schedule)	
Triton*		Part-time instruction pay first week (there-overload formula)	
Wayne County*	contact hour	$13	
William Rainey Harper	N/P		

Appendix I

Faculty Salaries at Illinois Colleges

1976

	Prof	Asso Prof	Asst Prof	Inst
ILLINOIS				
Augustana C, IIB	24.1	19.1	15.7	13.5
Aurora C, IIB	17.2	14.7	12.1	—
Barat C, IIB	18.2	15.7	13.1	10.3
Bradley U, IIA	23.1	19.0	16.3	14.2
Chicago St U, IIA	24.3	19.0	16.1	13.2
City C's of Chicago, III	28.7	25.1	22.4	17.5
DePaul U*, IIA	26.2	20.8	17.4	14.9
E Illinois U, IIA	23.9	19.6	15.7	12.1
Elmhurst C, IIB	22.5	18.0	15.4	12.1
Eureka C, IIB	17.4	13.5	12.7	—
Garrett-Evangelical Theol Sem, IIA	22.8	20.3	—	
George Williams C, IIA	23.3	18.1	14.1	—
Ill Benedictine C, IIB	—	16.5	12.2	—
Illinois C, IIB	19.5	16.[illegible]	13.5	—
Ill C of Optometry, IIA	—	—	17.4	13.5
Illinois Inst of Tech, I	27.4	20.9	17.0	13.2
Illinois St U, I	25.1	20.4	16.6	12.9
Ill Wesleyan U, IIB	23.2	18.7	14.9	12.9
Judson C, IIB	—	—	13.7	
Knox C, IIB	23.3	18.0	14.8	—
Lake Forest C, IIB	27.7	21.3	15.0	12.1
Lewis and Clark CC, III	20.3	16.2	15.8	13.8
Lewis U*, IIB	20.8	18.6	15.9	14.0
Lincoln U, III		16.6	14.4	—
Loyola U of Chicago, I	24.3	20.1	16.8	14.3
MacMurray C, IIB	19.9	17.4	14.2	12.3
Millikin U, IIB	21.9	17.8	14.6	12.1
Monmouth C, IIB	21.2	17.2	13.9	—
North Central C, IIB	18.4	16.1	13.9	—
North Park C, IIB	20.6	16.8	14.2	11.1
Northeastern Ill U, IIA	23.4	18.8	16.2	14.1
Northern Ill U, I	26.4	21.1	17.0	12.8
Northwestern U, I	31.9	21.8	17.8	14.6
Parks C of St Louis U, IIB	—	14.7	11.1	10.2
Quincy C, IIB	18.3	16.2	14.4	—
Roosevelt U, IIA	23.2	19.4	16.1	11.7
Rosary C*, IIA	—	17.6	14.4	12.6
St Xavier C*, IIA	—	17.9	14.4	12.4
Sangamon St U, IIA	25.1	20.7	16.8	—
Sauk Valley C, III	—	19.4	16.3	13.5
Sch of Art Inst of Chi, IIA	22.7	19.4	16.5	—
Goodman Sch of Drama, IIA	—	—	16.5	—
So Illinois U,				
Carbondale, I	25.7	19.9	16.6	13.2
Edwardsville, IIA	24.0	19.5	16.4	13.5
U of Chicago, I	33.8	23.4	18.3	15.6
U of Illinois,				
Urbana-Champaign, I	28.9	20.6	17.1	12.7
Chicago Circle, I	28.3	21.4	18.6	14.2
Vandercook C of Music, IIA	13.0		—	
W Illinois U, IIA	24.8	19.4	16.7	12.5
Wheaton C, IIB	20.2	17.2	15.0	—
Wm Rainey Harper C, III	27.7	24.7	20.5	15.3

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